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ABSTRACT

On October 16, 1989, a statewide conference was held in New Jersey to assist in increasing the supply of employer supported, affordable, high quality child care in the state through a working partnership with the public, private, voluntary, and business sectors of the community. One of the conference objectives was to provide employers with information indicating the need for and benefits of providing child care assistance to their employees. Other objectives were to develop blueprints for employer action, highlighting existing experience with different options available to novice and more experienced employers, and to establish a forum to present and network resources of the New Jersey Task Force on Employer Supported Child Care. Substantive materials in this conference report include: (1) a brochure, "Child Care: A Challenge to New Jersey Employers"; (2) very brief summaries of 11 workshops; (3) information resources for employers, including statistics on child care in the state, information guides on current options and trends in employer-supported child care, and examples of employer involvement in child care assistance; (4) a selected bibliography on employer-supported child care with 14 annotated citations; (5) general information on family day care, school-age child care, and guidelines for parents on speaking with employers about child care assistance; and (6) articles discussing benefits accruing to businesses that provide child care services. (RH)

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NEW JERSEY EMPLOYERS AND CHILDCARE:

THROUGH THE 1990's TOGETHER

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STATE OF NEW JERSEY
OFFICE OF THE GOVERNOR
CN-001
TRENTON
08625

THOMAS H. KEAN
GOVERNOR

October 16, 1989

Dear Friends:

As Governor of the State of New Jersey, I am pleased to join with the Division on Women's Task Force on Employer-Supported Child Care in welcoming all those attending today's conference, "Employers and Child Care: Through the 1990's Together."

During my tenure as Governor, New Jersey has seen increased opportunities for our residents and expansion for our businesses and industries. All basic economic indicators have shown how successful we have been. However, due to a lack of quality, affordable child care, employers are losing valuable members of their work force.

On behalf of the State of New Jersey, I commend those employers here today who have had the foresight to incorporate policies that support the family and child care services into their employee benefit packages. These efforts not only contribute greatly to increased productivity and enhance the viability of businesses, but also demonstrate a commitment to the importance of the family. I am proud to serve as sponsor for this conference as it brings the public and the private sector together to work for more child care options.

Congratulations, employers, for investing in New Jersey's future.

Sincerely,

Tom Kean

Thomas H. Kean
Governor

BILL BRADLEY
NEW JERSEY

United States Senate

WASHINGTON, DC 20510

October 16, 1989

Dear Friend:

I am happy to welcome you today to the 1989 New Jersey Child Care Conference, "New Jersey Employers and Child Care: Through the 1990's Together."

As you may know, this is the second consecutive year that New Jersey employers have gathered together to discuss the issue of child care and the work place. This conference reflects the increasing awareness of child care as an employment issue, and the urgent need to expand child care alternatives.

Last year's Child Care Conference was a productive first step toward our goal of offering affordable, quality child care options to all parents who want to join the work force. These efforts are especially important in New Jersey, where a growing economy is placing new demands on the State's shrinking labor pool. This year, we need to build on our previous efforts by undertaking a detailed discussion of the logistics of establishing child care programs. You are here to share your experiences and to learn from the successes of others. The assurance of affordable child care will help New Jersey's economy to keep its talented work force where it is most productive - at work.

I am proud to again be a co-sponsor of this important event. I appreciate your participation and your commitment to bringing quality child care options to working parents throughout the State of New Jersey.

Warm regards.

Sincerely,

Bill Bradley

Bill Bradley
United States Senator

ACKNOWLEDGEMENTS

The New Jersey Task Force on Employer Supported Child Care gratefully acknowledges the vital contribution of the following individuals and organizations to the success of this conference:

Department of Community Affairs Commissioner Anthony M. Villane, and Division on Women Director Mary Singletary ensured key funding for the conference.

Johnson & Johnson purchased the binders for the conference manual.

AT&T duplicated and assembled the contents of the manual.

Elizabeth General Health Services Corporation contributed word-processing and desk-top publishing of the manual.

Nicholas R. Scalera, Acting Director of DYFS and Governor's Liaison on Employer Supported Child Care, and his capable and cooperative staff, designed the conference evaluations and provided invaluable help with conference materials.

CHILDCRAFT EDUCATION CORP. provided morning coffee for conference participants.

Heller Construction Company provided afternoon beverages.

Summit Child Care Centers, Inc. administered the conference grant from the Division on Women.

Muhlenberg Regional Medical Center contributed toward the general costs of the conference.

Barbara Adolf of Buck Consultants supplied copies of her book THE EMPLOYER'S GUIDE TO CHILD CARE to promote the return of conference evaluation forms.

JT Graphics of Whippany showed special consideration in printing the conference brochure and donated the printing of the the proceedings of last year's conference.

Valerie Werstler, ably coordinated this conference, combining vision with patience, overview with attention to detail, and negotiation with practicality.

In addition, the New Jersey Employer Supported Child Care Team, (composed of Aletha Wright, Coordinator of the DYFS Office of Child Care Development and her staff, Nicholas R. Scalera, Acting Director of DYFS and his staff, Fran Orenstein and Division on Women staff, along with Task Force representatives) deserves special mention for the countless hours spent in offering information and technical assistance to employers between the conferences.

CONFERENCE ADVISORY BOARD

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A T & T

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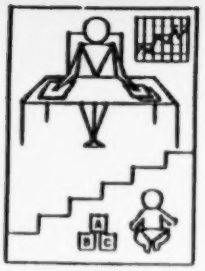
FRED WESTPHAL
NEW JERSEY CHAMBER OF COMMERCE



LETTER FROM THE TASK FORCE CHAIR

Welcome to the second statewide Employer Supported Child Care Conference sponsored by the New Jersey Task Force on Employer Supported Child Care, with the support of Governor Thomas H. Kean and U.S. Senator Bill Bradley.

The Task Force is a voluntary and very committed group of New Jersey child care providers, advocates, and consultants as well as union, government, and corporate representatives. We pursue our efforts to assist in increasing the supply of employer supported, affordable, quality child care under the auspices of the Division on Women of the New Jersey Department of Community Affairs.

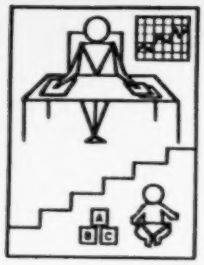
Last year's conference: "Employers and Child Care: New Jersey's New Partnership" launched an essential cooperative effort between the public, private, voluntary and business communities. We are offering another conference this year because we are serious about maintaining and renewing this partnership into the future for the sake of New Jersey's children, parents, and businesses.

We are all here in recognition of the fact that child care concerns are and will increasingly be one of the major policy and planning issues we face. While it is important today to acknowledge the efforts we have made and successes we have had in facing the pressing challenges of this issue, it is even more important to take from them the inspiration to plan for the demands of the future. Today we will exchange ideas, information and experiences which will help us to forge ahead, making adjustments in corporate culture and the field of child care that are necessary if our state is to remain productive. Building upon old alliances and establishing new ones will help us meet our common goals.

Please take the opportunities for conversation outside of formally scheduled activities. Our task force members are identified by orange ribbons and are all eager to be of assistance. In addition to this conference, the Task Force offers a variety of programs and resources for the corporate community and others interested in employer supported child care. Among them is a team, which responds to corporate requests for technical assistance.

Change is inevitable. With flexibility, imagination and dedication we can respond to change in a manner that helps us all to grow. We hope that your experiences today will help you to feel you have allies, and that together we can meet the mandate of accommodating both corporate and child care needs in ways that support and sustain the growth and development of New Jersey's businesses, employees and children.

Sandra Goettinger



STATE OF NEW JERSEY
DEPARTMENT OF COMMUNITY AFFAIRS
DIVISION ON WOMEN
TASK FORCE ON EMPLOYER SUPPORTED CHILD CARE

FACT SHEET

MISSION: To assist in increasing the supply of employer supported, affordable, quality child care in the State of New Jersey through a working partnership of the public, private, voluntary and business communities. *(This is a revised mission statement, adopted by the Steering Committee in January 1987)*

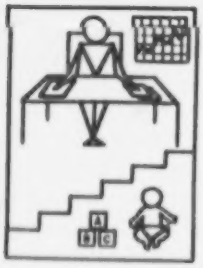
ORGANIZATION: Affiliated with the Division on Women of the New Jersey Department of Community Affairs, the New Jersey Task Force on Employer Supported Child Care represents a comprehensive network of individuals and public and private organizations committed to working together to fulfill its mission.

PROGRAMS: CEO Breakfast Forums, Technical Assistance to Employers/ Employees, Public Relations Outreach, Legislation Monitoring, Information Resources, Conferences

HISTORY/ACCOMPLISHMENTS: Created in 1980 by the Division on Women, the Task Force on Child Care was a response to a need for an organization of concerned individuals and representatives of groups with a specific interest in child care. Among its early accomplishments was the work on P. L. 1984, c. 492 which provided for the creation of the New Jersey Child Care Advisory Council.

As the Task Force found a useful role in providing much needed information and technical assistance to employers and employee groups on employer supported child care, its mission was revised to reflect the new direction. In addition to working with corporate sponsors in presenting eight informative breakfast forums for CEOs, members of the Task Force with specific expertise have travelled the State with staff from the Division of Youth and Family Services and the Division on Women, offering technical assistance to employers interested in exploring specific child care options. In June 1988, the Task Force, with the sponsorship of Governor Thomas H. Kean and Senator Bill Bradley, presented a successful statewide conference **EMPLOYERS AND CHILD CARE: NEW JERSEY'S NEW PARTNERSHIP**.

CONTACT:
Sandra Goettinger, *Chairperson*
(609) 921-1473
Fran Orenstein, *Program Specialist, Division on Women*
(609) 292-8840



NEW JERSEY TASK FORCE ON EMPLOYER SUPPORTED CHILD CARE

THE CONFERENCE GOAL

To fulfill the Task Force mission of assisting in increasing the supply of employer supported, affordable, quality child care in New Jersey through a working partnership with the public, private, voluntary and business communities.

CONFERENCE OBJECTIVES

To provide employers with the information which indicates the necessity and benefits of providing child care assistance to their employees.

To develop blueprints for employer action, highlighting existing experience with different options available to novice and more experienced employers.

To establish a forum to present and network Task Force resources--public, private and voluntary.

THE CONFERENCE AS A LEARNING PROCESS

The conference audience will target employers beginning the process and those implementing their child care decisions. Our committees will include Corporate Resources, Finance, Program Registration, Facilities, Moderators, Publicity, and Resources.

The 1988 Conference evaluation reports will be utilized to build on our strengths and explore new areas.

CONFERENCE COMMITTEE

CONFERENCE CHAIR:

JANNA E. GAUGHAN	FUTURE GENERATION ELIZABETH GENERAL HEALTH SERVICES CORPORATION

PROGRAM COMMITTEE:

CHAIR: DR. ANITA WEINBERG	CORPORATE CARE CONSULTING SERVICES SUMMIT CHILD CARE CENTERS, INC.
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DR. JANE BUGNAND	PACE UNIVERSITY
JANNA GAUGHAN	FUTURE GENERATION
DR. RICHARD G. MILLER	MILLER ASSOCIATES INTERNATIONAL
YASMINA VINCI	SUMMIT CHILD CARE CENTERS, INC.
LINDA MOROSES	UNION COUNTY 4-C

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Barbara Adolf	Buck Consultants
Fran Orenstein	New Jersey Division on Women

PACKETS COMMITTEE:

Chair: Barbara Zitomer	
Sondra Bittens	Middlesex County College
Mary Mikkelsen	New Jersey Division of Youth and Family Services
Aurora Pipeling	Work and Family Issues

FINANCE COMMITTEE:

Chair: Suzanne Jungdahl	Country Day Schools, Inc.

ADVISORY BOARD AND CORPORATE LEADERS COMMITTEE:

Chair: Yasmina Vinci	Summit Child Care Centers, Inc.

REGISTRATION COMMITTEE:

Chair: Patricia Ingleston	Future Generation Elizabeth General Health Services Corporation
Elissa Hairston	New Jersey Division of Youth and Family Services
Joan Mongioi	Rainbow Rascals Learning Center

LIAISON TO THE TASK FORCE:

Fran Orenstein
New Jersey Division On Women

CONFERENCE COORDINATOR:

Valerie Werstler

Child Care:

A Challenge to New Jersey Employers

A Publication of the Task Force on Child Care, in cooperation with the Division on Women, New Jersey Department of Community Affairs and the Division of Youth and Family Services, New Jersey Department of Human Services.

The last decade has witnessed dramatic changes in the composition of the labor force in New Jersey, as in the nation as a whole. Well over half of all adult women are now working. And the trend for more women to enter the labor force is expected to continue. According to Bureau of Labor Statistics projections, over 80% of women aged 25 to 44 will be in the workforce by 1995.

More than half of all working women are mothers. In fact the fastest growing segment of the workforce is comprised of married women with children under the age of one year. An astonishing 52% of married women with infants are working!

Who cares for these children while their parent(s) work? The geographic dispersal of the extended family and the increased possibility of "grandmom" or "Aunt Sue" being employed have contributed to the dwindling of traditional child care resources for the working family of the 80s. Parent employees, whether on the executive level or in the factory, need affordable, accessible, quality child care in order to fulfill the complex demands of being productive employees and effective parents.

Approximately 3000 employers across the country have recognized the needs of working families by providing some sort of child care program for their employees. The United States Chamber of Commerce has identified child care as one of the fastest growing benefits of the decade. More than 70 employer-supported child care centers exist in New Jersey.

Those employers who have offered assistance with child care needs are quick to identify the benefits to the organization. These benefits generally include reduced employee absenteeism and turnover, as well as increased productivity. Child care benefits are also very helpful in recruiting new employees.

This brochure is designed to assist you. It describes a variety of child care options available to employers and the benefits which accrue to employers who provide these services — in their own words. A resource list is also included.

Child care is a benefit which will assist your employees; but it makes good business sense as well. If you are interested in additional information the New Jersey Division of Youth and Family Services and the Division on Women, in cooperation with the Task Force on Child Care, are available to provide information, technical assistance and support on child care to all New Jersey employers.

Produced by: The Corporate Brochure Subcommittee of the Task Force on Child Care, Division on Women. Anne Lachs, Yasmina Vinci and Anita Weinberg in cooperation with staff from the Division on Women and the Division of Youth and Family Services. Fourth Edition, September 1988.

The Division on Women disclaims the use of this brochure for commercial purposes and does not endorse any individual or corporation seeking a business arrangement through the use of this brochure.

Child Care Is Good Business

Employers with established child care programs overwhelmingly report that child care advances management objectives and produces tangible corporate gains. Surveying virtually all existing employer-supported child care programs in the United States, the National Employer-Supported Child Care Project reported that:

- 90% found an **improvement in employee morale.**
- 85% pointed to an **enhanced public image.**
- 85% reported child care to be an **important recruitment tool.**
- 65% found a positive effect in **reducing employee turnover.**
- 53% claimed a **decline in absenteeism.**
- 49% reported a **positive impact on employee productivity.**

(Burud et al. 1984)

Business Speaks On The Business of Child Care

"The strength of the modern family depends on child care, the health and welfare of children depends on child care. And, increasingly, the success of American business depends on child care."

Governor Thomas H. Kean
Remarks delivered before the National Governors' Association Symposium: Child Care: The Public-Private Partnership April 9, 1985

"We needed help fast. Our accountants needed child care during tax season. We contracted with our local child care center. They designed a 10 week Saturday enrichment program which did more than solve the problem. It generated good will and high morale during our peak work season when employees usually feel burdened. Corporate child care works!"

David Merclean, Partner
Peat, Marwick and Main Co.
Short Hills, New Jersey

"Over the past five years, Elizabeth General Medical Center has been providing child care services (care, education and parenting) near our work site in a unique arrangement for the employees of Elizabeth's three hospitals. This program enables us to attract and retain employees with small children while allowing the parents to participate in their child's early schooling. We have found it to be financially effective and a positive force in morale and productivity."

George Billington, President
Elizabeth General Medical Center
Elizabeth, New Jersey

"We're in the development business, trying to anticipate the needs of tenants and their changing workforce. Historically there was a time when air conditioning and elevators were considered luxuries for buildings. Child care is now at that critical point in time, moving from luxury to economic necessity."

Morton Goldfein, Senior Vice President
Law and Public Affairs
Hartz Mountain Industries

Tax Benefits

Child care services and options do have tax benefits for employers. Child care services provided by employers are tax-deductible to the corporation. It is best to consult your tax specialist on the current situation as it applies to your organization.

Options For Providing Child Care Benefits

There are many different ways in which an employer can assist with child care needs. Generally, however, the options fall into one of four categories: informational assistance, financial assistance, direct services, or time (flexible personnel policies).

INFORMATIONAL ASSISTANCE

Resource and Referral Programs (R & R)

Resource and referral services provide employees with a list of child care providers who can meet their individual needs. Referral services may be delivered by a company employee but are more commonly provided through contracts with an existing community based R&R network. An effective R&R program will provide educational services to parents so they may better assess the quality of child care programs. Employers may supplement R&R services with parenting seminars, handbooks, and caregiver fairs.

FINANCIAL ASSISTANCE

Flexible Benefits

Child care may be one of a number of benefits offered in a "cafeteria plan". This type of benefit allows an employee to select from a "menu" of benefits those that suit his or her particular need for service. Other child care benefits of this type include flexible spending accounts and salary reduction plans.

Discounts

Employee discounts may be negotiated with existing local child care providers. Typically, the employer makes a contribution to a local child care center. The center then discounts care to employees of the company.

Vouchers

An employer may subsidize a percentage of the child care costs at a program selected by the parent. The company may pay the provider directly or reimburse the employee.

TIME: PROVIDING FLEXIBLE PERSONNEL POLICIES

Flexible personnel policies may include flexible work schedules, job pairing in which two people share one job, parental leave policies, personal leave time, voluntary reduced time, and regular part-time work with prorated pay and benefits. Sixty percent (60%) of establishments surveyed nationwide provide some form of flexible work practices (Bureau of Labor Statistics 1987).

PROVIDING DIRECT SERVICES

On Or Near-Site Child Care Center (Employer-Operated)

This is the most familiar and visible option. An employer may sponsor a child care center which is then operated by the company. Many employers subsidize the cost of the center so that all employees can afford the program.

On Or Near-Site Child Care Center (Operated by Outside Contractor)

Many employers wish to offer child care services but are not experienced with operating a center. A contract with a local center, franchise firm, or private consultant to operate a center is often the solution.

Consortial Arrangements

Two or more employers can share the costs and benefits of establishing a child care center. This can be particularly advantageous for small employers. Consortia have become popular in downtown locations, office parks and shopping malls, where a center can be conveniently located for employees of several establishments.

Grants or Contracts with Local Centers

An employer may wish to support the growth and development of existing child care centers by providing grants or contracting for new programs.

Family Day Care Provider Networks

An employer may support Family Day Care Provider Networks. These Networks recruit Family Day Care Providers who care for up to 5 children, ages birth through school-age, in their homes. These networks also train and support their providers, assist them in meeting voluntary State registration requirements and refer parents to family day care services. Employers may reserve space in a network's existing homes, or have a network develop a cluster of family day care homes specifically for their employees.

New Jersey's Team

Working Together To Assist Employer-Supported Child Care

Representatives from the Division of Youth and Family Services, the Division on Women and the Task Force on Child Care work together as a team to provide information and technical assistance on employer-supported child care. An informational packet and on-site visits at no charge assist employers in exploring and understanding various child care options. For employers interested in establishing a child care center, a listing of existing employer-supported child care centers, a free courtesy inspection of prospective child care center sites and help in securing a license are available from the Division of Youth and Family Services' Bureau of Licensing.

DIVISION OF YOUTH AND FAMILY SERVICES

New Jersey Department of Human Services
One South Montgomery Street
CN717
Trenton, New Jersey 08625

Nicholas R. Scalera, Assistant
Director and Governor's Liaison
on Employer-Supported Child Care
(609) 292-4834

Aletha Wright, Administer
Office of Child Care Development
(609) 984-2383

J. Patrick Byrne, Chief, Bureau of Licensing
(609) 292-1018

DIVISION ON WOMEN

New Jersey Department of Community Affairs
Front and Broad Streets
CN801
Trenton, New Jersey 08625

Fran Orenstein, Program
Development Specialist
(609) 292-8840

TASK FORCE ON CHILD CARE

The Task Force is a volunteer organization of child care professionals.

Yasmina Vinci, Chairperson
(201) 756-7788

For Additional Information:

NEW JERSEY STATEWIDE CHILD CARE CLEARINGHOUSE

Division of Youth and Family Services,
Rm 1100
One South Montgomery Street, CN717,
Trenton, New Jersey 08625

Deane Argenta, Resource Manager (609) 984-8201
Tamara Jakub, Data Manager (609) 984-0459

Provides: Information on the New Jersey Child Care Resource and Referral System, makes referrals to regional and local agencies and provides statistical data on child care services at no charge.

THE ROLE OF EMPLOYERS IN CHILD CARE SERVICES IN THE UNITED STATES

SHEILA B. KAMERMAN

BIOGRAPHICAL SKETCH

Dr. Sheila B. Kamerman is Professor (Social Policy and Social Planning) at the Columbia University School of Social Work, where she is also co-director, Cross-National Studies Research Program. Her teaching areas are social policy, social planning, family policy and personal social services. Her current research activities include: studies in comparative social policy (child and family policies), a U.S. study of social services for children and families, a New York City study of social services for children and families, and a cross national study of new developments in parenting policies.

Dr. Kamerman has served as a consultant to federal state and local agencies, to voluntary organizations, to foundations, and to several international organizations concerned with: child welfare and child care; the changing roles of men and women; women and employment; social and demographic changes in the international labor force; personal social services; family services and family support systems; family policies; corporate policies affecting families; income maintenance policies; and social policy generally.

Dr. Kamerman was a Fellow at the Center for Advanced Study in the Behavioral Sciences, Stamford, California for the academic year 1983-84.

Dr. Kamerman is the author or co-author of about twenty books or monographs and almost one hundred articles and chapters. Her most recent books, co-authored with Alfred J. Kahn, are:

Child Care: Facing the Hard Choices, 1987

The Responsive Workplace: Employers and a Changing Labor Force, 1987

Mothers Alone; Strategies for a Time of Change, 1989

Privatization and the Welfare State, 1989

BUILDING A PARTNERSHIP: THE PUBLIC & PRIVATE SECTORS

ELINOR GUGGENHEIMER

BIOGRAPHICAL SKETCH

The founder and president of the Child Care Action Campaign, Elinor Guggenheimer has spent the last 40 years as an advocate for better child care. In the 1940's, Mrs. Guggenheimer founded the Day Care Council of New York. She has also chaired or served on Manhattan's Advisory Committee on Day Care, The Day Care and Child Development Council of America, the Mayor's Task Force on Child Development, The Interim Commission on Agency for Child Development, the New York State Advisory Committee on Day Care, the City-Wide Parents' Association, The Committee for Community Control of Day Care, the Home and Community Committee of the Status of Women Commission, The New York State Joint Legislative Committee on Child Welfare, the National Association for the Education of Young Children, The Organization Mondiale Education Prescolare, The Child Welfare Legal American Activities, and The Governor's Commission on Child Care.

Mrs. Guggenheimer's biography includes a lifetime of public service. Among her many positions, she served as the Commissioner of the New York City Department of Consumer Affairs between 1973 and 1978, as a member of the New York City Planning Commission between 1961 and 1968, and she has taught at the New School for Social Research, York College of the City University of New York, and the Columbia University Teacher's College New York City Department.

In addition to serving as the CCAC President, Mrs. Guggenheimer is currently a member of the Disciplinary Committee of the Appellate Division of New York State Courts, and is the Honorary Chairman of the Council of Senior Centers and Services.

DEVELOPMENTAL APPROACH

MICHAEL R. QUATRELLA, M.D.

BIOGRAPHICAL SKETCH

Michael R. Quatrella, M.D. is the Medical Director for the Pharmaceuticals Division of Ciba-Geigy Corporation. He is also the Medical Advisor to the Executive Committee of Ciba-Geigy Corporation.

In his position as Medical Director, he is responsible for providing quality health care, both occupational and non-occupational, for the employee population. Dr. Quatrella is also responsible for the Pharmaceuticals Division Child Care, Employee Assistance Program and the Takin' Care program which is Ciba-Geigy's Health Management Program.

Dr. Quatrella came to Ciba-Geigy in 1977 having practiced in pediatrics and adolescent medicine in Asbury Park, New Jersey.

He is on the Executive Board of Occupational Medical Society of New Jersey, a Fellow Member of the American College of Occupational Medicine, on the Advisory Board of Fair Oaks Hospital, on the Advisory Board of the Summit Child Care Centers and a member of the Corporate Child Care Organization, American Medical Association, New Jersey Medical Society, American Academy of Medical Directors and many other community, state and national medical associations.

WORKSHOP SUMMARY

Ciba-Geigy has developed a staged approach to help its employees with their child care needs. Beginning with a Resource and Referral Program for the Pharma Division, Ciba-Geigy has added a Dependent Care Assistance Plan and a landmark preferred fee program with a local multi-site child care center.

A CONSORTIUM THAT WORKS

KATHRYN CONNORS

BIOGRAPHICAL SKETCH

Kathryn Connors is Corporate Vice President of Human Resources for Liz Claiborne, Inc. Her areas of responsibility include: compensation planning and administration, benefit and pension administration, training and organizational development, recruitment and succession planning, labor relations, affirmative action, and legal compliance.

Ms. Connors also serves as President of the Board of Directors of Harmony Early Learning Center, a daycare facility whose initiation was heavily supported by the Liz Claiborne Foundation.

Prior to joining Liz Claiborne, Inc., Ms. Connors was a corporate attorney and later human resources executive for Allied-Signal Corporation.

Ms. Connors obtained her B.S., J.D., and M.B.A. from Seton Hall University where she plans to teach as an adjunct professor in industrial relations.

WORKSHOP SUMMARY

This workshop will explore the development of a consortium child care center from the early perceptions of child care needs for the Meadowlands area to establishment of a successful center. It will examine how a group of concerned people were successful in formulating the idea, raising the funds for and opening Harmony Early Learning Center. Included will be the highlights and pitfalls encountered in the day to day operations of a consortium child care center.

HOSPITAL SUPPORTED ON-SITE CHILD CARE

EDWARD DUNN
KAREN HARNISH

BIOGRAPHICAL SKETCH

Edward Dunn has been Vice President of Human Resources, West Jersey Health Systems for eight years. Covering 3500 employees, four hospitals in this hospital system. Prior to his current position, he served in a variety of operation and personnel positions including that of Assistant Administrator Personnel Director at the Atlantic City Medical Center for over nine years.

Mr. Dunn holds a B.S. in Business from Villanova University and an M.B.A. from Drexel University. He holds accreditation as a Senior Professional in Human Resources from the Personnel Accreditation Institute. He lives in Haddonfield with his wife, Judy, a nursing school faculty member, and daughters Amy, 4 years and Lisa, 3 months.

Karen Harnish is the Director of Human Resources for West Jersey Hospital Camden. Karen's diverse background includes teaching and retailing, as well as 13 years of Human Resource Management in a variety of settings. The last 6 years have been in healthcare.

Karen holds a Bachelors Degree in Elementary Education from Mansfield State University, a certificate from the Institute for Employee Benefits Training and is currently pursuing a Masters Degree in The Dynamics of Organization from the University of Pennsylvania. Karen and her daughter Kristina make their home in Blenheim, New Jersey.

WORKSHOP SUMMARY

Hospitals have taken the lead in implementing on-site child care centers. The steps taken to create the West Jersey Health System's success will be highlighted. Discussion will center around:

- Corporate Philosophy of Family Life issues
- Demographics of employee populations and the labor market
- Economics of healthcare today
- Planning and Funding for Construction
- Implementation and Operational Issues
- Future of child care services

FAMILY SUPPORTED PERSONNEL POLICIES

WARREN BILLINGS

BIOGRAPHICAL SKETCH

Warren Billings is the Director of Employee Benefits, AT&T Corporate Human Resources. He is responsible for the development of administration of pension and benefit programs for active and retired AT&T employees, as well as for general human resources policy. His responsibilities include the implementation of New Work and Family programs recently announced by AT&T. He has oversight responsibility for the administration of these programs in all divisions of AT&T. He served as Manager, Benefit Planning and Analysis, AT&T Corporate Human Resources prior to assuming his current responsibilities.

Before joining AT&T in 1982, he held the position of Division Manager, Employee Benefits, New York Telephone. Prior to that, he held a variety of other positions since first joining the former Bell System in 1957. These include plant operations, marketing, and personnel.

Currently, Mr. Billings is Chairman of the Research Council on Employee Benefits of the Conference Board and serves on the health insurance customer advisory boards of several large insurance companies.

He graduated from Allegheny College in Meadville, PA. with a B.A. degree in History/Economics. He currently lives in Basking Ridge, New Jersey with his wife, Jean.

WORKSHOP SUMMARY

An overview of:

- the events and activities leading up to the adoptions of a comprehensive work and family program for AT&T employees to be launched in January 1990.
- the features included in the AT&T work and family program, i.e., resource and referral service; child and elder care development fund; adoption assistance; flex time; leave of absence, dependent care reimbursement account.
- the steps being taken to implement this program

THE BENCHMARKS OF A QUALITY PROGRAM:

EXTENDING CORPORATE EXCELLENCE TO YOUR CHILD CARE INITIATIVES

DR. FLORENCE NELSON
SUZANNE SCHMIDT

BIOGRAPHICAL SKETCHES

Dr. Florence Nelson, Education Director, Summit Child Care Centers, Inc. has been Head Teacher at Penn State University Laboratory Preschool, Agency Trainer/Home Visitor at the Handicapped Infants Comprehensive Preschool Project, Early Childhood Practicum Supervisor, Penn State University, Senior Research Analyst at St. Clares-Riverside Medical Center, Instructor of Child Psychology at Rutgers University and Child Care Policy Consultant for the National Academy of Sciences. Her education includes a Ph.D in Human Development and Family Studies, Penn State University, A.B. Psychology, University of California at Santa Cruz. In addition Dr. Nelson has over twenty papers and/or publications in the area of child care. She has done conference presentations and extensive research experience on quality in early childhood programs, is on the Board of Directors, of the Coalition of Infant/Toddler Educators, was awarded the Fisher Memorial Fellowship and has been a Reviewer on the Child and Youth Care Quarterly.

Suzanne Schmidt is the owner of Monday Morning, Inc. a family day care referral service. She has been a member of the Family Day Care Organization of New Jersey for nine years and a member of the New Jersey Association of Women Business Owners for eight years. She was appointed to the New Jersey Child Care Advisory Council in January 1989.

WORKSHOP SUMMARY

As employers turn increasing attention to possibly supporting child care for their employees, they also increasingly seek guidelines for identifying options that will provide quality child care for their employees. In this presentation corporate representatives will learn how to identify high quality programs that meet employees' needs and meet employers' needs.

Topics will include:

- Overview of child care options
- State licensing and registration; What does state monitoring provide
- Key questions to ask child care providers to identify quality programs

Physical Environment, Program, Ratios, Group Sizes, Administration, Provider Qualifications, Staff Turnover and Retention, Staff Training and Development, Meeting Parents' and Corporate Needs, Connection to Community Resources

SPACE NEEDS FOR CHILDREN: PLANNING QUALITY ENVIRONMENTS

RODNEY WRIGHT, F.A.I.A.

BIOGRAPHICAL SKETCH

Rodney Wright is a registered Architect, licensed in 16 states. He founded his office in 1960. Among his honors and awards, he was elected to the College of Fellows of the American Institute of Architects in 1981, received a design fellowship from The National Endowment for the Arts in 1974, is listed in WHO'S WHO IN AMERICA, and has received design awards from The Masonry Council of Greater Chicago, The Red Cedar Shingle and Handsplit Shake Institute, and The Wisconsin Department of Natural Resources.

He has conducted workshops on the design of child care centers throughout the United States, sharing technical information and insights derived from twenty years of involvement in center design.

He has presented at national and international conferences, been recognized in articles in various national publications and has taught short courses at various colleges and universities in the United States.

He was co-author of The Hawkweed Passive Solar House Book, published by Rand McNally.

WORKSHOP SUMMARY

Child care needs to be taken out of the basement and given quality space, with attention to space, color, light and ventilation in order to provide a homelike atmosphere, which will be conducive to healthy physical and psychological growth.

In this workshop, we will address the design of child care centers.
Subjects to be discussed will include space requirements, psychological and physical needs, program considerations and administrative concerns, as well as an overview on licensing and code considerations.

The goal of the workshop is to provide a base from which to approach design and space allocation for a child care center.

EVALUATING PROPOSALS AND CONSULTANTS

BARBARA ADOLF

BIOGRAPHICAL SKETCH

Barbara Adolf heads up Buck Consultants' dependent care consulting practice. She has advised more than 50 employers in fields as diverse as banking and finance, retail sales, telecommunications, advertising and health. Her specialities include: conducting needs assessments, designing and assessing dependent care programs and conducting work and family seminars. Co-author of **The Employer's Guide to Child Care** (which Ms. Adolf revised in 1988) and author of articles on child and elder care, Ms. Adolf received a B.S. degree from Cornell University, an M.Ed. from Bank Street College and is completing the Certified Employee Benefit Specialist program.

WORKSHOP SUMMARY

The presentation will discuss the role of the employer supported child care consultant in helping employers design and implement programs for their employees. Specific services that the consultant can provide to an individual or task force will be described, including:

- Acting as a resource person
- Guiding information gathering, assessment of needs and programs and decision-making
- Setting up a program
- Maintaining the quality of a program.

Criteria will be presented for selecting a consultant or proposal to provide a specific child care service.

DEVELOPING CHILD CARE PROGRAMS FROM WITHIN:
THE IMPORTANCE OF THE EMPLOYEE

NANCY KOLBEN

BIOGRAPHICAL SKETCH

Ms. Kolben has been an active member of the staff of Child Care, Inc. (CCI) since 1982. As Deputy Director of CCI's Employer Services, Nancy develops programs and provides consultation to employers and unions on a range of issues: resource and referral services, emergency child care services, needs assessments, parenting seminars, focus groups, on-site centers and benefits policies. She has spoken extensively on work/family issues throughout New York City and been interviewed by media such as on TODAY, FNN, and the NEW YORK TIMES. Ms. Kolben is vice president of the National Association of Child Care Resource and Referral Agencies. She is also co-author of the Day Care Fund, a proposal for marketing and management of dependent care assistance plans and author of Human Service Programs, Employer and Union-Sponsored: Recent Trends in New York City.

Ms. Kolben received a B.A. degree from Connecticut College and a MSW from Columbia University.

WORKSHOP SUMMARY

There are not any universal solutions to work and family issues for employers. Each company must be able to identify the needs of its particular workforce. Many employer sponsored child care programs have been initiated by concerned employees. It is important for employers to recognize and encourage an employees' suggestions. This workshop will explore options for gathering information about employee needs. I will discuss interpreting employee work/family issues and developing solutions using questionnaires, focus groups, and internal work groups. We will address opportunities for encouraging employee participation.

FACILITATING THE DEVELOPMENT OF EMPLOYER-SUPPORTED CHILD CARE: THE ROLE OF THE GOVERNMENT

NICHOLAS R. SCALERA

BIOGRAPHICAL SKETCH

Nicholas R. Scalera is Acting Director of the New Jersey Division of Youth and Family Services. His former responsibilities included overseeing the Division's research and evaluation, quality assurance and licensing operations. Since 1982, he has also served as Governor Thomas H. Kean's Liaison on Employer Supported Child Care. In cooperation with the State Division on Women and the Task Force on Employer Supported Child Care, he has directed the State government's program of information and technical assistance to encourage and assist employers in establishing child care benefits. Currently Mr. Scalera is President of the National Association for Regulatory Administration (NARA), a nationwide professional organization of individuals engaged in the licensing or regulation of day and residential facilities for children, youth and adults. He also heads the New Jersey contingent of the National Advisory Panel of the Child Care Action Campaign, which is exploring innovative approaches to promoting the growth of child care resources.

WORKSHOP SUMMARY

The workshop will focus on the helping and facilitating role played by State Government in promoting and encouraging the development of employer supported child care resources. It will highlight the need for greater employer involvement in addressing and meeting the child care needs of working families; the benefits that can accrue to companies that do so; the various child care services options that employers can consider; and the important role that State government plays in assisting public and private employers to explore and provide child care benefits to their employees. The workshop will: describe New Jersey State government's program of information and technical assistance available to employers to guide them in the decision-making process; and explain various State government services available to employers who choose to develop an on-site or near-site child care center, including information on how to secure a State license and local government code approvals. The workshop will also highlight State government's leadership role in this area through its establishment of programs for State employees.

THE NEW JERSEY PERSPECTIVE: STATISTICS ON CHILD CARE

Dr. Anita Weinberg

The "Employers and Child Care: New Jersey's New Partnership" Conference was the brainchild of the Task Force on Employer Supported Child Care. The idea for the conference emerged during a planning session for the Task Force, a volunteer group of child care professionals. The leadership of the Task Force rank among the experts nationally and locally in employer supported child care efforts. Yet employers, representatives of the media, and even child care professionals were looking outside the state for training on employer supported child care. Why not sponsor a conference which would bring recognition of the expertise of the Task Force and at the same time effectively contribute to the growing interest in employer supported inititatives in New Jersey? It was decided that a statewide conference, bringing together representatives of industry, government, and child care, would be an excellent vehicle for meeting both agendas. For those employers who were already committed to offering child care benefits, the conference would help guide them through the process of implementing the programs.

The "brainchild" soon became a major event in the state. Governor Thomas H. Kean and Senator Bill Bradley served as Honorary Chairmen. Originally conceived as a conference for perhaps 200 individuals, the conference, held on June 6, 1988 was an all day event attended by 500 people.

Why all the attention to child care now? What is the particular impetus behind the interest in employer supported child care? There have been women with children in the workforce for many years. Yet employers have not, until recently, been reaching out to provide child care benefits.

The new positive interest in child care among employers has resulted primarily from changes in the labor force. The meteoric rise in the number of women with young children who work has received much publicity. Between 1960 and 1988 the U.S. civilian labor force participation rates for women with children under 18, rose from 27.6% to 65.6%.[1] Currently, 56.7% of women with children five years old or younger are in the civilian labor force. Nationally over 8 million women with children 5 and under are working and need child care for their youngsters. When good quality, stable child care is not available, work productivity suffers through employee absence or lack of ability to concentrate.

Another major force which is changing employers' perspectives on child care is the labor crisis anticipated by 1990. No longer will the employer be in the enviable situation of choosing from among a number of qualified applicants for each available job. The number of new jobs will outstrip the number of new entrants into the labor force who could fill the positions. Competition for employees will be stiff. The characteristics of the new labor force will vary significantly from those of the past. No longer will the prototypical job applicant be a Caucasian male. Two thirds of all new entrants will be women. And most of these women will have children or become pregnant during their worklife. Employers are becoming aware of the need to reach beyond the traditional recruitment techniques in order to attract and retain these new workers. Child care is one of the key components of this new strategy.

New Jersey has not been immune either to the increase in the number of working women with young children or to the impending labor shortage. By 1995 there will be 100,000 more jobs in New Jersey than there are employees to fill them.

Reprinted from June 6, 1988 conference proceedings, **"Employers and Child Care: New Jersey's New Partnership"**

What is the need for child care within the state? The percentage of women with children under 5 in the civilian labor force in New Jersey, as of March 1988, was 47.2%.[2] This demonstrates a significant rise in the number of women with young children in the work force. In 1980, the last time that these statistics were calculated for New Jersey, 39% of mothers with children under 6 years of age were in the workforce. Currently 48.6% of women with children under 6 are in the workforce in New Jersey. While these numbers are somewhat below the national averages (55.7% of women with children below 5 and 56.7% of women with children below 6 in the labor force) they indicate both dramatic growth in New Jersey and the crying need for quality child care.[3] See Table 1, p. 10.

As of 1985 there were 496,000 children below the age of 5 in New Jersey.[4] Using the percentage figures above, we can estimate that there are approximately 235,000 preschoolers needing care while their mothers work.

Using the figure of 235,000 preschoolers with working parents it is possible to estimate the number of children in New Jersey using different forms of child care. These estimates are based on national utilization figures and are derived from data collected in 1985: for children under 5, 31% were cared for in their own home; 37% were cared for in family day care; and 23.1% received care in an organized child care facility.[5] Based on these figures, 73,000 preschoolers are cared for at home; 87,000 are cared for in family day care settings and 54,000 preschool children are cared for in center-based child care programs.

While family day care is the most frequently used form of child care, it is extremely difficult to estimate the actual supply of these homes, even with the new voluntary registration for family day care providers. National figures indicate that between 60% and 90% of the supply of family day care homes are underground, even in states with licensing. Estimates of the number of homes in New Jersey range from 20,000 to 40,000.[6] Nationally the average family day care home provider cares for between 3.5 and 5 children. That would bring the number of children served in family day care in New Jersey to be between 70,000 and 200,000, a rather broad range. Approximately 50% of these children, however, would be older children using the homes for before or after school hours. If one believes the cries from distressed parents searching for qualified family day care providers or from the professionals who refer to these facilities, it would seem that the supply is much closer to the lower estimate than the higher one.

There are 1850 licensed child care centers in New Jersey, serving approximately 105,000 children. This includes all types of centers--part time nursery schools, after kindergarten programs and mothers' morning out programs. In other words, the 105,000 slots include all day programs for children of working parents as well as part day nursery school enrichment programs. Thus it is not 105,000 slots which are available to the children of working parents but a far smaller number. Kamerman and Kahn, in their book, *Child Care: Facing the Hard Choices* cite Department of Education statistics indicating that in 1984, 36% of all 3 and 4 year olds (not just children of working parents) were enrolled in some kind of group program.[7] Using those figures 72,000 of the 105,000 center-based slots would be used by 3 and 4 year olds, regardless of parents' work status. That leaves a total of 33,000 spaces for children below the age of 3 who have working parents. While overall 23% of working parents use center-based care for their children under 5, the utilization rates increase as the age of the child increases. Thus center-based care is used by 14.1% of parents of children under 1 year of age, 17.2% of parents of 1 and 2 year olds, and 32.2% of parents of 3 and 4 year olds. Taking these national utilization rates and multiplying them by the estimated number of children below 3 of working parents in New Jersey, it would appear that there is a need for 40,000 slots for children in this age range (5,837 for children 0 to 1 and 34,400 for 1 and 2 year olds).

From the limited data which we have, it would appear that it is particularly in this age population, from birth to age 2 1/2, that the greatest need for child care exists. Of the 1850 licensed programs only about 400 are licensed to provide care to children below the age of 2 1/2. Based on a survey of infant and toddler programs completed by the author in 1984, less than half of these programs actually served infants (children up to the age of 1).[8] Of the programs that did have an infant care component, the average number of full time infants served per program was 7. Even fewer centers provided part time programs for infants. Using these figures, there would be 200 programs providing care for children 1 and younger statewide, serving approximately 1400 infants. Approximately 500 more children up to 1 year of age would be served on a part time basis. This is far less that the estimated 5,837 infant slots needed. Programs for toddlers (1 year olds) while more plentiful, also seemed in short supply. Only 2/3 of the programs which indicated they were licensed for infants and toddlers in the 1984 survey actually served children below age 2; each of these programs averaged 12 full time children in the age bracket of 1 to 2 years of age. Using the current figure of 400 centers licensed for infant toddler care this would indicate that there were 3,216 full time slots for 1 year olds in the state. An additional 800 slots would be available on a part time basis. Similar figures for 2 year olds are not available. The conclusion, however, is clear. There is a tremendous need for additional services, particularly in the programs serving infants and toddlers.

It is not surprising then, that parents are having difficulty finding care, especially quality care, for their preschool children. It is also no surprise that employers are beginning to realize that the productivity of their staff depends in great part on the stability of the available child care. The profitability of corporate America may well be affected by the state of our child care systems.

The challenge we face is a difficult one: how to provide quality child care which is accessible and affordable to all. The solution will require the partnership effort to which this conference was dedicated.

Table 1
LABOR FORCE PARTICIPATION RATE OF WOMEN WITH OWN CHILDREN
(By age of youngest child for the U.S. and New Jersey, March 1988, in thousands)

	Civilian labor force			
	U.S. Total	U.S. % of population	N.J. Total	N.J. % of population
Total, Women, own children under 18	20,517	65.6%	577	61.2%
Youngest child under 1 year	1,487	47.1%	35	41.4%
Youngest child 1 or 2 years	3,109	57.4%	84	47.5%
Youngest child 3 or 4 years	2,432	60.2%	51	50.8%
Youngest child 5 years	1,203	63.6%	31	57.7%
Youngest child 6 to 17 years	12,286	73.3	376	71.2%

Source: US Bureau of Labor Statistics, Special Tabulation

Notes

[1] U.S. Department of Labor, Bureau of Labor Statistics, Special Tabulation from Current Population Report, March 1988, hereafter cited as Special Tabulation.

[2] Special Tabulation

[3] Special Tabulation

[4] New Jersey, Department of Labor, Division of Planning and Research, New Jersey Economic Indicators 270, 10 April 1987, 7.

[5] U.S., Department of Commerce, Bureau of the Census, Who's Minding the Kids? Child Care Arrangements: Winter 1984-85, Current Population Reports Series P-23, No. 129 (Washington: GPO, 1983) 4.

[6] Testimony by Ciro Scalera before the Public Hearing, Assembly Corrections, Health and Human Services Committee on Child Care Issues, October 1984.

[7] Sheila Kamerman and Alfred Kahn, Child Care: Facing the Hard Choices (Dover, Ma.: Auburn House, 1987).

[8] Anita B. Weinberg, "Center-Based Child Care for Infants and Toddlers in New Jersey," diss., Columbia University, 1988, 113.

CCAC Information Guide #11

Employer-Supported Child Care: Current Options and Trends

CHILD CARE ACTION CAMPAIGN • 99 Hudson Street, Room 1233, New York, NY 10013 • (212) 334-9595

U.S. EMPLOYERS first provided child care assistance during World War II when women were actively recruited into the labor force and child care was considered a necessary incentive in the overall war effort.

Today, an estimated 3,300 employers across the country provide some form of child care assistance to their employees. Many of these employers are hospitals or high growth companies that want to attract and retain trained workers. The nationwide increase in the number of two-earner couples and single parents along with the decline in the growth of the labor force is leading more and more employers to consider the advantages of providing child care assistance.

In the early 1970's, most companies thought of an on-site day care center as the only way to meet employees' child care needs. Today there is both interest in and experience with a range of employer-supported child care options:

■ DIRECT SERVICES

On-site or near-site centers. Companies may own and operate their own child care facility, construct a center and donate it to non-profit employee-operated groups, or contract with a for-profit or not-for-profit organization to run a center for company employees.

Consortium centers. A group of employers, sometimes together with a community agency and/or a union, may form a not-for-profit corporation to fund a day care center conveniently located to all firms contributing to the consortium.

Family day care networks. Employers may contract with local agencies to recruit, train, and assist people to become licensed child care providers in their own homes. Family day care programs may be particularly appropriate for infants and can offer flexible hours for people who work odd shifts.

Emergency services. Employees report that making emergency arrangements — especially when a child is mildly ill — can be especially difficult. Employers can help pay for special sick child infirmaries or family day care homes, or for health care workers who go to the child's home.

Summer day camps. These are often organized by community agencies or unions and partially subsidized by the company.

■ INFORMATION

Child care resource and referral programs (CCR&R). These services are provided through in-house sources or by contract with a community based resource and referral agency. They may: inform employees about the different forms of child care in the community (part and full day centers, family day care, group family day care homes); know which programs have vacancies and have detailed information about each service; help parents choose the best arrangement for their child; help new child care programs get started; and speak out on child care issues.

Parent education seminars. Staff or outside consultants organize forums to inform working parents about resources in the community and to provide support on work and family issues.

■ FINANCIAL ASSISTANCE

Child care benefits. Subsidy and discount programs, Dependent Care Assistance Plans (DCAP) or reimbursement accounts for child care may be used to assist eligible employees with all or part of their child care costs.

Flexible or cafeteria-style benefits. Such plans offer child care as one of a range of optional benefits and allow employees to choose an employer-subsidized package best suited to meet family needs. This allows the employer to offer child care to employees without increasing the total cost of benefits.

Salary reduction or salary set-aside. An employee may elect to exchange a portion of salary for a non-taxable child care benefit.

Voucher programs. An employee may select a child care program and submit an employer-financed voucher to the provider, to cover all or part of the cost of the services. This alternative gives parents full responsibility for choosing their child care provider.

■ FLEXIBLE PERSONNEL POLICIES

Employers can support the child care needs of their employees by instituting various flexible personnel policies — often with no increase in direct benefit expenses. These include flextime, sick child care leaves, part-time schedules, job-sharing, extended maternity and paternity benefits, and work-at-home plans.

Establishing such policies lets employees know that the employer is aware of and concerned about employees' efforts to balance the demands of work and family life. The option or set of options a company selects will depend on the particular needs of management, employee needs and preferences, and community resources. *CCAC Information Guide #24* provides some specific examples of employer involvement in child care assistance.

PUBLICATIONS

Speaking with Your Employer About Child Care Assistance, Child Care Action Campaign, 99 Hudson Street, New York, NY 10013 *(1988, CCAC Information Guide #9, free).*

Examples of Corporate Involvement in Child Care, Child Care Action Campaign, 99 Hudson Street, New York, NY 10013 *(1988, CCAC Information Guide #24, free).*

Corporate Child Care Options, Catalyst, Corporate Child Care Resource, 250 Park Avenue South, New York, NY 10003 (Contains examples of various companies utilizing different options, $4).

Employers and Child Care: Establishing Services Through the Workplace, U.S. Department of Labor, Office of the Secretary, Women's Bureau, Pamphlet #23 (revised August 1982, free).

Child Care and the Working Parent: First Steps Toward Employer Involvement in Child Care, Barbara Adolf and Karol Rose. Available from Barbara Adolf, Buck Consultants, 500 Plaza Drive, Harmon Meadow, NJ 07094 (1983, $15).

The Employer's Guide to Child Care: Developing Programs for Working Parents, Barbara Adolf and Karol Rose. Published by Praeger, available from Greenwood Press, 88 Post Road West, Box 5007, Westport, CT 06881 (1988, $24.95).

Bargaining for Child Care: Contract Language for Union Parents, Coalition of Labor Union Women, 15 Union Square, New York, NY 10003 (1985, $5).

Employer Supported Child Care: Investing in Human Resources, Sandra L. Burud, Pamela R. Aschbacher and Jacquelyn McCroskey (1984). Available from Auburn House Publishing Company, 14 Dedham St., Dover, MA 02030 (1984, $15).

Investing in Quality Child Care: A Report for AT&T, Ellen Galinsky (Nov., 1986). Available from Mary Callery, Mail Stop 6117 F3, AT&T, 295 N. Maple Ave., Basking Ridge, NJ 07920 (1986, free).

Information Kit on Employer-Assisted Child Care, National Association for the Education of Young Children, 1834 Connecticut Ave. NW, Washington, DC 20009 (1986, $12).

Parent Support Services at the Workplace: What's Involved?, Eleanor T. Nelson, Prospect Hill Parents' and Children's Center, 200 Fifth Ave., Waltham, MA 02154 (1986, $9.25).

Corporate Financial Assistance for Child Care, Dr. Dana Friedman, The Conference Board, 845 Third Ave., New York, NY 10022 (1985, $15 for members and non-profits).

Family-Supportive Policies: The Corporate Decision-Making Process, Dr. Dana Friedman, The Conference Board, 845 Third Avenue, New York, NY 10022 (1987).

ORGANIZATIONS TO CONTACT FOR FURTHER INFORMATION

■ *NATIONAL*

Child Care Action Campaign, 99 Hudson Street, Suite 1233, New York, NY 10013. 212-334-9595.

Work and Family Information Center, Dr. Dana Friedman, The Conference Board, 845 Third Avenue, New York, NY 10022. 212-759-0900, ext. 371.

The Catalyst Career and Family Center, 250 Park Avenue South, New York, NY 10003. 212-777-9220.

Work/Family Directions, Gwen Morgan, 200 The Riverway, Boston, MA 02215. 617-734-0001.

■ *STATE OR LOCAL*

Employer's Child Care Project, Nancy Kolben, Child Care Inc., 275 7th Avenue, New York, NY 10001. 212-929-7604.

National Association of Hospital Day Care Directors, Arden Feltman, Children's Day Care, Presbyterian Hospital, 8200 Walnut Hill Lane, Dallas, TX. 214-696-7353.

Corporate Child Development Fund for Texas, Debbie Latimer, Director, 510 S. Congress Street, Suite 122, Austin, TX 78704. 512-478-9741.

Resources for Child Care Management, Robert Lurie, 261 Springfield Avenue, Suite 201, Berkeley Heights, NJ 07922. 201-665-9070.

California Child Care Initiative, Rosemary Mans, BankAmerica Foundation, Dept 3619, P.O. Box 37000, San Francisco, CA 94137. 415-953-3173.

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CCAC Information Guide #24

Examples of Employer Involvement In Child Care Assistance

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SOME 3,300 U.S. COMPANIES underwrite child care assistance for employees, and the number is growing each year. Below are brief descriptions and specific examples of the kinds of assistance offered by employers.*

DIRECT SERVICES: A child care center incorporated as a separate, non-profit organization including on-site or near-site centers, consortium centers, family day care networks, sick child care services, summer day camps.

■ ON-SITE OR NEAR-SITE CENTERS

Merck Pharmaceuticals in Rahway, New Jersey, funded start-up costs and picked up the deficit of the Employee's Center for Young Children for three years. It is a separately incorporated non-profit child care center. The original New Jersey center has been followed by a Merck Center at West Point, Pennsylvania.

The Stride-Rite Foundation in Boston, Massachusetts has subsidized the Stride-Rite Children's Center for 17 years. They recently opened a second center near their corporate headquarters in Cambridge, Massachusetts. This is an example of the sponsoring employer's charitable foundation subsidizing child care.

The Cardiac Pacemakers Center in St. Paul, Minnesota has been providing child care services to its employee's children for nine years.

The Trammel Crow Early Learning Center in Dallas, Texas serves the children of Trammel Crow employees and tenants of Trammel Crow developments. The center is two blocks from corporate offices.

■ CONSORTIUM CENTERS

The Chinatown Day Care Center in New York City is an example of child care jointly funded by public, private and union sources. The consortium was initiated by the International Ladies' Garment Workers' Union (ILGWU). It is funded by the Greater Blouse, Skirt and Undergarment Association (a group of employers), and a grant from the Job Training Partnership Act, administered through the city's Agency for Child Development, Human Resources Administration. Children of garment workers are chosen by lottery. Parents pay weekly fees from $2–$55 depending on income.

Children's Village is a private, non-profit day care center in downtown Philadelphia. It was founded by the Council for Labor and Industry in 1976 to provide quality day care for the children of garment workers and employees of businesses within a 10-block radius of the center. The center now has open enrollment. It is subsidized by parent fees as well as by the state of Pennsylvania and by a core of large employers such as **Pennsylvania Bell** and **Strawbridge Clothiers** who contribute on a voluntary basis.

The Children's Place in Waltham, Massachusetts was started by a consortium of companies in the Prospect Hill Office Park. Member companies must have fewer than 300 employees and be located within four miles of the site. Companies pay an annual membership to the center and may choose to subsidize the cost of care for their employees.

■ FAMILY DAY CARE

The Planning Council of Norfolk, Virginia is a private, non-profit agency licensed by the Commonwealth of Virginia to monitor and approve private day care homes. It contracts with area employers to refer employees to approved facilities. The homes—private residences that provide care for up to eight children—are inspected and monitored by the Council. Parents can choose from among homes in their area recommended by the Council. The program is not subsidized, but employees of member companies may be offered a rate reduction.

■ SICK CHILD CARE SERVICES

Minnesota Mining and Manufacturing offers in-home sick care as a pilot program for children of 3M employees in the St. Paul, Minnesota area. Health care workers from TenderCare for Kids are sent to the homes of employees whose children are suffering from common illnesses. 3M pays up to 75% (sliding scale) of the cost of this service.

■ SUMMER DAY CAMP

3M employees' school-age children can attend a company-sponsored day camp program at the St. Paul, Minnesota YMCA. Parents get a 20–25% discount on the cost of the camp. Another option for parents is 3M's science academy in the morning and day camp in the afternoon. There is a drop-off and pick-up site for 3M employees close to the 3M center.

**CCAC Information Guide #11* more fully describes options available to employers.

School age children of employees of **Fel-Pro,** a large gasket manufacturer in Skokie, Illinois, may attend a company-owned day camp. Buses pick up and return over 300 children of Fel-Pro employees to the work site every day. Fel-Pro also provides an on-site center for pre-school and kindergarten children.

RESOURCE & REFERRAL SERVICES (R&R): These are provided through in-house sources or by contract with a community agency. R&R services offer information on the types of care available and where vacancies are, as well as guidelines for choosing child care and help in determining the best care. R&Rs also help to bring new providers into the system.

■ EMPLOYER-SPONSORED R&R

IBM established the first national child care resource and referral network, which includes more than 150 community-based referral organizations. IBM employees, who receive this service without charge, get referrals and guidance in choosing child care. No specific recommendations are made; the final decision is made by the parents, who pay for the care. In many areas, the community resource used by IBM is available to other local employers and working parents for a fee.

Steelcase, a leading manufacturer of office furniture in Grand Rapids, Michigan offers a R&R service that matches employee child care needs to available community programs. Steelcase also helps these programs improve quality and variety through information workshops, seminars, a quarterly newsletter, parent workshops, phone calls and home visits. Steelcase also offers a cafeteria-style benefit plan which includes child care reimbursement as one option.

FINANCIAL ASSISTANCE: The most popular option for companies is helping employees pay for child care. Financial assistance varies, and can include voucher or subsidy plans, discount programs, dependent care assistance plans (DCAP), and flexible or "cafeteria" style benefits.

■ VOUCHER PLANS

Polaroid Corp. offers vouchers worth 10 to 80 % of child care costs, depending on family size and income. The highest subsidy is paid to the lowest earners; the lowest subsidy is paid to the highest earners.

Zayre Corp. in Boston reimburses full-time employees who have been with the company for more than six months for up to $20 per week for child care expenses.

Village Voice employees are provided an annual $500 subsidy for pre-school child care through a plan made available by District 65 of the United Auto Workers union and the owner of the weekly NYC newspaper.

■ DISCOUNT PROGRAMS

Employees at **CIGNA Corp.** in Connecticut, **Allendale Insurance** in Rhode Island, **Union Mutual Insurance** in Maine, and **Walt Disney World** in Florida receive a 10% discount on child care services contracted with Kinder-Care Inc. Generally, the employers also match the 10% center discount.

Employees at **155 companies** receive a 10% Employer Care discount in child care costs at any of the 400 centers operated in 24 states by La Petite Academy.

■ FLEXIBLE OR CAFETERIA-STYLE BENEFITS

Comerica, Inc., a large Detroit holding company, has offered employees a flexible reimbursement plan that includes child care since 1982. The standard company package includes medical, life and disability insurance. Employees can choose between benefit credits and salary credits. If they choose to reduce their taxable salary, they receive salary credits. Benefits and salary credits may be applied to different kinds of benefits, including child care reimbursement, extra vacation, dependent life insurance and a capital accumulation plan and health care reimbursement.

Procter & Gamble provides employees a core benefits package, plus optional benefits that include a dependent care assistance plan (DCAP). The company contributes the equivalent of two to four percent of an employee's pay, to be applied to the DCAP benefit or other optional benefits the employee might choose.

FLEXIBLE PERSONNEL POLICIES: Depending on the needs of management, the needs and preferences of employees and community resources, employees are assisted through the use of flextime, compressed time, part-time schedules, extended maternity and paternity benefits, sick child care leaves, job sharing, and work-at-home.

■ FLEXTIME

Community Legal Services in Philadelphia, along with several other companies, has agreed to flextime in collective bargaining. Employees (primarily support staff) select their own work hours, provided they work a specified number of hours each day and during "core hours" determined by the employer. Community Legal Services also has a job sharing program.

■ COMPRESSED TIME

Some companies include compressed time in their schedules. The most common allows employees to work four 10–hour days a week.

■ PARENTAL LEAVE

American Telephone & Telegraph offers Anticipated Disability and Care of Newborn Child Leave. Under this policy, the mother is given up to eight weeks paid leave and the mother and father (if both work for AT&T) can take up to a year unpaid, job-protected leave between them.

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State of New Jersey

INFORMATION PACKET ON EMPLOYER-SUPPORTED CHILD CARE IN NEW JERSEY

The Division of Youth and Family Services, the Division on Women and the Task Force on Employer-Supported Child Care has developed a comprehensive informational packet on Employer-Supported Child Care in New Jersey, which is available free-of-charge to employers and other interested individuals. The packet contains:

- Child Care: A Challenge to New Jersey Employers, a brochure that explains how employer-supported child care can benefit both employers and employee-parents.
- Options for Child Care Initiatives, a booklet describing the variety of child care service options and family-supportive benefits that employers can consider, with the advantages and disadvantages of each.
- A Selected Bibliography on Employer-Supported Child Care, containing concise, current resources on this topic that employers can examine to help them in the decision-making process.
- An article entitled, "Return on Investment," by Dana Friedman, which offers an excellent analysis of the workplace benefits of family-supportive initiatives.
- A Listing of Licensed Employer-Sponsored or -Supported Child Care Centers Operating in New Jersey, and
- The flyer, Looking for Child Care?, which lists the names and phone numbers of the local agencies in the New Jersey Child Care Resource and Referral System. This statewide system is available at no cost to parents looking for child care.

You may pick up a copy of this packet at a resource table at today's conference or obtain one by writing or calling:

Nicholas R. Scalera
Assistant Director
Division of Youth and Family Services
and
Governor's Liaison on
Employer-Supported Child Care
CN 717
Trenton, New Jersey 08625
(609) 292-4834

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SELECTED BIBLIOGRAPHY
ON
EMPLOYER-SUPPORTED CHILD CARE

Adolf, Barbara. ***The Employer's Guide to Child Care: Developing Programs for Working Parents.***
Second edition, revised and expanded. New York: Praeger Publishers, 1988. 188 pages.

This book may be ordered from Greenwood Press, (203) 226-3571. The price is $37.95.

This short, practical book offers information on employer motivation to initiate child care services and describes the options available. Twenty-five worksheets are offered to guide the decision-making process. An entire chapter is devoted to the qualitative issues of child care. The appendix includes a listing of organizations that serve as resources for employer-supported child care, and the book concludes with a six-page bibliography.

Axel, Helen. ***Corporations and Families: Changing Practices and Perspectives.***
New York: The Conference Board, 1985. 51 pages.

This publication, research report #868, may be ordered from the publication sales department of The Conference Board, (212) 759-0900. The cost is $25 for members and non-profit, governmental and educational organizations; $125 for others.

This Conference Board booklet begins with a thorough discussion of changing demographics and their impact on the workplace. Companies that take the lead in responding to these changing demographics are profiled. A complete chapter is devoted to flexible work schedules. The final chapter presents other policies, benefits and services employers can initiate to meet the challenge of work/family issues.

Buraff Publications. ***The National Report on Work and Family.***
Two newsletters per month.

This publication may be ordered by calling (202) 452-7889.
The annual subscription price is $375.

This newsletter offers a range of current information on work and family issues, State and federal laws and regulations, as well as descriptions of existing employer-sponsored programs.

Bureau of National Affairs. ***Employers and Child Care: Tax and Liability Considerations.*** (Special Report #7.)
Washington, D.C.: Bureau of National Affairs, 1988. 32 pages.

This publication may be ordered by calling, toll free, (800) 372-1033. The cost is $35.

This special report describes the various child care programs or related services available to employers who decide to assist working parents. The tax ramifications of each of these programs and services are summarized with a clarity that will appeal to the general reader. However, changes in the federal tax law resulting from the Family Support Act of 1988 (welfare reform) occurred after the publication of this report. The publication also suggests a dozen ways in which the employer can limit potential liability and still remain committed to assisting its employees in solving child care problems.

Bureau of National Affairs. ***Work and Family, A Changing Dynamic.***
Washington, D.C.: Bureau of National Affairs, 1986. 336 pages.

This publication may be ordered by calling, toll free, (800) 372-1033. This reference work costs $40.

This Bureau of National Affairs special report was produced for a national work and family conference in 1986. It reviews data on changes in the labor force and the family and offers numerous case studies of family-supportive initiatives adopted by specific employers. Interviews with work and family experts from a variety of sources are also included, along with an extensive listing of resources (i.e., organizations that provide information about family and workplace issues) and a comprehensive bibliography.

Employee Benefits Research Institute. ***Dependent Care: Meeting the Needs of a Dynamic Work Force.***
Issue Brief 85. December, 1988. 18 pages.

This publication may be ordered by calling (301) 338-6946. The price is $10.

This Issue Brief reviews labor force statistics and discusses their implications for dependent care initiatives. It analyzes public policy proposals and existing government programs related to dependent care and gives examples of private-sector efforts that are addressing the connection between work and family. It also considers the questions of who pays for -- and who controls -- these arrangements.

Employee Benefits Research Institute. ***Fundamentals of Employee Benefit Programs.***
Washington, D.C.: Employee Benefits Research Institute, 1987. 304 pages.

This publication may be ordered by calling (301) 338-6946. The price is $15.

This volume is a comprehensive introduction to employee benefits. Two short chapters, "Child Care Programs and Options" and "Flexible Compensation Plans," address employer initiatives on work and family issues. The seven-page chapter on flexible compensation plans presents a summary of the types of plans, the tax regulations governing these plans and their advantages and disadvantages.

Friedman, Dana. "Child Care for Employees' Kids." ***Harvard Business Review,***
March-April 1986, pp. 28-34.

Reprints may be ordered ($2.50 each, $10 minimum order) by calling (617) 495-6192.

Dana Friedman, nationally known expert on employer-supported child care and a consultant to the Work and Family Information Center of The Conference Board, reviews the motivations for employer involvement and options for child care initiatives. Results of three national surveys of employers who provide child care services are presented.

Friedman, Dana. ***Family-Supportive Policies: The Corporate Decision-Making Process.*** New York: The Conference Board, 1987. 47 pages.

This publication, research report #897, may be ordered by calling the publication sales department of The Conference Board, (212) 759-0900. The cost is $15 for Conference Board members and nonprofit, governmental and educational organizations; $45 for others.

This report by Dana Friedman describes the decision-making process for employer-supported child care and is essential reading for those in the initial stage of research on child care initiatives. Specific chapters are devoted to the preliminary proposal, task force formation, assessment of family needs and identification of community resources.

This publication provides a thorough analysis of the research on the benefits of employer-supported child care, explaining both the impact of work and family programs and the effects of work and family problems. The report concludes with advice from managers who have experienced this decision-making process.

Galinsky, Ellen. ***Investing in Quality Child Care, A Report for AT&T.*** 1986. unpaged.

This booklet is available from Work and Family Life Studies, Bank Street College of Education, (212) 663-7200.

Popular assumptions about child care are countered with facts that document the need for quality care. Specific recommendations, which are innovative and creative, identify what the private sector can do to support quality child care.

Galinsky, Ellen and Diane Hughes. ***The Fortune Magazine Child Care Study.*** 1987. 6 pages.

This article is available from Work and Family Life Studies, Bank Street College of Education (212) 663-7200.

Findings from this survey, commissioned by "Fortune Magazine," focus on the problems working parents experience in finding child care and the effect of the breakdown of child care arrangements on their work behavior.

National Association for the Education of Young Children. ***Information Kit on Employer-Assisted Child Care.*** 1986. 3 booklets.

This information kit may be obtained by forwarding $12 to: NAEYC, 1834 Connecticut Avenue N.W., Washington, D.C. 20009.

This attractive packet has three short booklets. The first explains the qualitative components of a child care center. The second booklet describes the types of child care available and their costs. The third booklet, "Child Care Makes It Work," is authored by Dana Friedman. It is an excellent primer on employer-supported child care.

Resources for Child Care Management. ***Business Link.*** Quarterly newsletter.

This publication may be ordered by writing to Resources for Child Care Management, 261 Springfield Avenue, Suite 201, Berkeley Heights, New Jersey 07922. The annual subscription fee is $30.

This quarterly newsletter features family-supportive initiatives adopted by employers. Public policy issues related to child care, on both the state and national level, are also presented. A quarterly calendar informs one of upcoming conferences on work/family issues. Recently published books and reports are reviewed in each issue of Business Link.

U.S. Department of Labor, Women's Bureau. ***Employers and Child Care Services: Benefitting Work and Family.***

(Previously titled ***Employers and Child Care: Establishing Services Through the Workplace.)***
1982. 68 pages.

This free publication may be ordered by calling (202) 523-6652 or (202) 523-6631.

This booklet presents the need for expanded child care services, the planning process necessary to initiate these services in the workplace and the options available to employers. It offers detailed information on planning for and implementing a child care center. It also discusses union-management cooperation in the planning process and public programs and policies which provide either incentives or subsidies for employer-supported child care services.

* * *

This bibliography was prepared by the New Jersey Division of Youth and Family Services and is included in the State's comprehensive information packet on Employer-Supported Child Care.

FAMILY DAY CARE

Family Day Care is the care of up to five children for a fee in a private residence while parents work, attend school or job training. The person caring for the children is called a family day care provider. Family day care is the oldest and most popular form of child care outside of the child's own home, but until recently it has not been regulated in New Jersey.

The new law (since 1987) provides for family day care providers to register with the State on a voluntary basis. The Division of Youth and Family Services (DYFS) has contracted with selected family day care sponsoring organizations which, in turn, assist the Division in administering the voluntary registration of family day care providers in their area.

Anyone caring for five or fewer children for a fee in a private residence may apply to the sponsoring organization serving that county for a certificate of registration. The certificate will show parents that the home has been inspected and has met State requirements. The requirements are minimal, covering basic areas, such as health, safety, discipline and daily activities for children. The Provider must be 18 years old, submit references, a physician report, tuberculosis test results and disclose any criminal convictions.

If you are interested in Child Care in a family setting. Contact the Sponsoring Agency listed below for help in finding a certified Family Day Care Home.

SPONSORING AGENCIES

Bergen	Bergen County Office For Children	201-646-3694
Hudson	Visiting Homemakers Service	201-656-6001
Morris	Children's Services of Morris Cty.	201-895-2676
Passaic	Passaic County Child Care Agency	201-684-1904
Sussex	Passaic County Child Care Agency	201-684-1904
Warren	Children's Services of Morris Cty.	201-895-2041
Essex	Program for Parents, Inc.	201-857-5177
Hunterdon	Children's Home Society	609-695-6274
Mercer	The Child Care Connection	609-896-2171
Middlesex	Middlesex County Board of Social Services	201-748-3613
Monmouth	Monmouth County Board of Social Services	201-431-6167
Ocean	Children's Home Society	201-505-1133
Somerset	The Child Care Connection	609-896-2171
Union	Community Coordinated Child Care Inc.	201-353-1621
Atlantic	Atlantic County Women's Center	609-646-1180
Burlington	Children's Home Society	609-695-6274
Camden	Camden County Dept. of Children's Services	609-757-4424
Cape May	Family Day Care of Gloucester Co. Inc.	609-589-0260
Cumberland	Martin Luther Academy	609-692-6012
Gloucester	Family Day Care of Gloucester Co. Inc.	609-589-0260
Salem	Educational Information and Resource Ctr.	609-582-8282

QUESTIONS TO ASK FAMILY DAY CARE PROVIDERS
TO AID IN BECOMING A MORE INFORMED CONSUMER

GENERAL INFORMATION
How did you get started as a family day care provider?
How long have you been caring for children?
Have you taken any classes? (Child development, First aid)
How many children do you care for? What are their ages?
What type of things do you do with the children?
Ask to see her registration certificate.

DISCIPLINE
What are her rules for the children?
How much supervision does she give?
Does she praise the children?
Do you agree with her methods of discipline?
Be aware that family day care providers cannot use physical punishment.

DISCUSS
Amount to be paid.
When payment is due.
Transportation agreements.
Arrival and departure times.
Holiday and vacation arrangements.
Procedure for giving any medication.
To whom your child can be released.
Is there a back up person for provider?

OBSERVE
Does she have toys and materials to help children learn and grow?
How much does she rely on the television?
Are there planned activities for the children?
Does she join in activities herself?
Is there a place for your child to nap or play quietly?
How is diapering or toileting handled?
Is there a suitable outdoor area, either a yard or a nearby park?

WATCH HER
Is she warm and loving and attentive to each child?
Does she take time to listen to the children and answer them?
Does she treat the children appropriately for their ages and abilities?
Does she treat each child as a special person?

FOOD & HEALTH
What meals and snacks will be provided?
Is there an extra charge for food?
Is the home "Child-proof" so your child can move about freely and safely?
Is the home clean, but not so clean she spends all her time worrying about neatness?
What arrangements can be made for a sick child?
Will someone else be available to watch the rest of the children if one of them needs emergency care?

School-Age Child Care

School-age child care programs provide a warm, supportive, and enriching environment for school-age children of working parents before and after school, during school holidays and the summer months.

WHO BENEFITS FROM SCHOOL-AGE CHILD CARE PROGRAMS?

1) The **children** who do not have to go home to an empty home, to wait for a parent to come, often feeling afraid, sometimes in danger, and usually missing out on many of the developmental experiences of young children.

2) The **parents** who feel comfortable that their children are in a supervised situation, able to pursue the activities of a normal childhood, and not needing to worry about their children from 3 o'clock -- the parents who can continue with their work with their minds at ease.

3) The **employers** who can rely on employees to give a full day's work, now that they don't have to worry about the welfare of their children before and after school hours.

4) The **economy** that will enjoy the full attention of employees and avoid early departures and late arrivals.

School-age child care is provided by school districts, private providers, public agencies, religious groups, parent groups and other not for profit groups. Programs are housed in schools, churches, synagogues, private and public buildings, Y's, college campuses, and industry.

The supply of programs does not begin to meet the demand at present, and we know that the need continues to grow. Lack of adequate funding and resources is a major deterrent to establishing programs, particularly in those areas where it is most urgent to train and prepare residents for employability. The State of New Jersey, employers, school-age child care providers, advocates and parents must work together to increase the availability of appropriate, quality school-age child care for the welfare of our children, employers, and state as we raise the future workers of America.

WHAT CAN EMPLOYERS DO?

If you think that there is some benefit for you, the employer, to get involved with school-age child care issues, look over the list below. Even one project can mean more productivity from your employees.

EMPLOYERS CAN HELP IN THE DEVELOPMENT OF SCHOOL-AGE CHILD CARE (SACC)

WHAT CAN YOU DO?

1. Donate in-kind services, such as copying, typing, printing to SACC programs.
2. Help with a public education campaign about SACC for parents.
3. Establish an information network for family day care and center based care that can provide services for SACC.
4. Start a voucher program to help employees pay for SACC.
5. Fund a study of SACC needs and available resources.
6. Donate materials and equipment, such as out-dated computers and copying machines, to SACC programs.
7. "Adopt" a SACC program., providing technical assistance, volunteers, and in-kind services, as well as financial assistance if needed.
8. Provide funding to a nearby child care center to expand their program to include SACC.
9. Provide personnel to coordinate community SACC efforts.
10. Help fund the purchase of vans to transport children to and from SACC programs.
11. Fund the start-up efforts of a community organization or parent group.
12. Help fund a SACC coordinating agency, to provide training, resources, technical assistance, networking, advocacy.
13. Help with the renovation of buildings for SACC.
14. Encourage local school districts to provide transportation to SACC sites.
15. Support efforts of local school districts to initiate SACC programs in schools.
16. Sponsor a summer day camp for school-age children of employees or provide transportation to a nearby summer camp.

BE AVAILABLE TO LISTEN TO THE CHILD CARE NEEDS OF YOUR EMPLOYEES!
IT'S A BENEFIT FOR THE WHOLE TEAM!

Get more information about any of the above ideas by calling the following peop

Selma Goore
609-452-2185

Dr. Sydelle Mason
609-767-5757

Steven K. Rosen
609-292-0887

SPEAKING WITH YOUR EMPLOYER ABOUT CHILD CARE ASSISTANCE #9

Employers report that one of their major incentives to provide child care assistance is to respond to employee requests. Yet, studies show that employees rarely ask management to consider their child care problems or family needs, because of a range of overt and covert barriers. However, as more parents enter the work force and are willing to speak up, these barriers are beginning to dissolve. The following are some suggestions for entering into a productive discussion of child care within your company:

1. Speak with other employees who have children and find out whether or not they have difficulty in a) finding reliable child care, or b) paying for it. If the company is going to consider providing child care assistance, they will want to make their response suitable to the particular needs of their employees. Your notes on employee responses to your questions can be very helpful.

   List the various types of child care arrangements parents piece together over the course of a day or a year--like hiring someone to take a child to a program in the morning, finding after-school supervision for older children, or arranging for summer and holiday schedules.

   Be sure to speak with both fathers and mothers in all categories of jobs--support and professional.

2. Get to know the options other companies have developed to provide child care assistance. Although many employees may find the idea of an on-site center initially appealing, ultimately it may not prove to be the best alternative for all employees in the company and you will not want to lose credibility on the <u>issue</u> because you promote a particular <u>idea</u>. There are at least four major forms of services and programs that employers have developed to meet employee's child care needs. Look at what other companies in the same business are doing. Companies pay attention to the "competition" and will be impressed by another company's positive experience. CCAC fact sheets #11 and #24 on employer-supported child care, provide further information and references about these options. They are useful suggestions for your employer to consider.

3. Locate a group within the company that might already be thinking about child care--perhaps an Affirmative Action Committee, an Employee Assistance Program, a Task Force

on Women's Issues or an employee organization. Such a group, if not already working on the problem, might be willing to take it on.

4. Since each company has its own "personality;" find sympathetic and well-connected people in senior management and ask them about the best way to develop and promote this idea within your company. Ask if the company would consider it appropriate to organize a Task Force on Family Issues.

5. Ask someone in the Personnel Department to hold a working parent seminar, lunch or breakfast. Often in a group setting, workers will feel free to explain their child care difficulties rather than risk speaking on an individual basis to a supervisor who may not be understanding of workers' needs in this matter.

6. Some employees have written the story of their child care situation and sent it directly to the president. At Wang Laboratories, an on-site center was established after the president received a sensitive letter from an employee explaining how her termination could have been prevented if adequate child care had been available.

7. Send a "Letter to the Editor" or article to the company newsletter with ideas about ways the company can help its working parents.

8. Ask a co-worker who is quitting to speak up--possibly at the time of the exit interview--about the problems that employees have.

9. Utilize the Suggestion Box to propose that the company investigate child care assistance. Your suggestion can be anonymous or you can attach your name to encourage someone to contact you about developing the idea further.

10. If the company regularly conducts additional surveys or if you know that one is being planned, discuss the possibility of including two or three questions about child care. You will want to word the questions so they do not convey that the company is prepared to respond immediately, but the data from such a query could be very useful for planning.

Adapted from an article by Sandra Burud in Working Mother, October, 1982.

Reprinted with permission from
Family-Supportive Policies:
The Corporate Decision-Making Process
by Dana Friedman.
The Conference Board, research report 897.

Chapter 6
Return on Investment

Managers are justifiably interested in the bottom-line relationship between work and family issues. For some, collection of these data is necessary before approval can be given to conduct research on specific options. In this case, research focuses on the degree to which employees' family concerns affect their work behavior.

In other companies, management requires estimates of how proposed programs will solve the management problems created by family concerns. In the first case, the data show how much the company is *losing by not responding* to family problems. In the second instance, research is focused on how much can be *saved by responding* with a family program. Companies have used both types of data to justify involvement with family concerns at the workplace.

Companies often find the search for data on either of the above dimensions difficult. There is scant research on the subject and much of what exists does not meet strict methodological standards. The difficulty in generating decent research in this area is attributed to:

(1) *The cost of the research.* Reliable data, generated by longitudinal studies, require substantial investments over a long period of time. Research validity requires before- and after-tests to make certain that the changes observed did not occur because of some preexisting or unrelated simultaneous factors. Sound research also requires control groups, to assure that any changes would not have occurred without the program intervention under investigation. Most companies find this research too complicated, invasive or expensive to conduct.

(2) *Simultaneous changes in the company.* Companies with pioneering work-family programs typically provide other supportive benefits and work innovations. As a result, it becomes difficult to attribute positive outcomes to the family program alone.

(3) *Limited program use.* When only a small number of employees use the family program, the overall effect on the company will be small. One firm with 19,000 employees had a voucher program for child care serving approximately 150 employees per year. They knew that even if each program user's productivity doubled, the final effect on the productivity of the entire company would be negligible.

(4) *Willingness to be studied.* One of the interesting anomalies in the work-family arena is that the majority of companies want to know the effects of family programs before implementation, yet those with such programs do not want to conduct follow-up research. It is rare for a company to take away a benefit, and since most employees seem satisfied with the program, there is no need to spend additional resources on evaluating its effects.

In the absence of sound, empirical research to substantiate the positive effects of work-family programs, corporate testimonials play an important role. Assertions by companies with child-care programs, for instance, are not usually based on any research, but on the subjective impressions of program managers. Though rarely published in research journals or corporate annual reports, these testimonials are often cited in newspapers and magazines. Media coverage is generally oriented towards the positive aspects of the subject so that reports tend to endorse—or even glorify—the company's family support initiative. (See box.) It would be difficult, however, to find a company willing to share "bad news" about a new program or policy.

When the decision-making process begins, most managers seek data on the direct productivity effects of family problems and programs. However, most of the research has produced data on other aspects of work behavior that affect the bottom line, such as recruitment, absenteeism, tardiness, turnover, morale and stress. These factors relate to intermediate changes that must occur if there is to be an increase in productivity.

It seems obvious, for example, that there is a common-sense relationship between predictable attendance and productivity. Reductions in absenteeism, tardiness and turnover lead to increases in productivity. But stress and morale levels do not have such clear effects on productivity. A logi-

cal assumption is that too much stress can affect productivity negatively, but one can question whether the reduction of stress will always have a positive effect. Research has shown that a certain amount of stress may, in fact, act as a stimulant. On the other hand, continued tension clearly has adverse health consequences that, in turn, affect productivity.[1]

The effects will also differ depending on the individual involved. For instance, the flexitime schedules of some workers can create stress for other employees who need more order and time rigidity. And working at home may be good for some people while others have a difficult time being productive in such environments.

Morale is sometimes equated with a measure of job satisfaction. The body of research on this point does not confirm a proven relationship between improved morale and increased productivity. One might conclude that doing things to make employees happy does just that—make them happy. What research does show is that increased productivity improves morale, but not necessarily that improved morale increases productivity. In the case of improved morale reported in the research below, it is possible that the family program may have caused a direct improvement in productivity or a reduction in stress and that, in turn, led to an improvement in morale. Some managers also reported the advantage of "humanizing the workplace" with a family initiative.

[1] Presentation by Ilene Cochman of International Paper at Work and Family Research Council meeting, sponsored by The Conference Board in Sarasota, Florida, March 28, 1985.

That might make all employees feel good about the company they work for and could lead to a more concerted work effort.

Other benefits often reported by companies center on the less tangible effects on the firm's public image. When the community views the company as a "good employer," it may be more willing to purchase its goods or services. For many years, The Stride Rite Corporation, for instance, has recognized that their Children's Centers are a valuable investment, both for community parents and as an employee benefit. Additionally, the centers have received considerable national recognition and have demonstrated the need for high-quality, affordable, employer-sponsored child care. During the last ten years, Stride Rite has attracted the attention of many companies and has participated in the development of over 50 centers around the country.

Some of those doing research on family issues recognize the limitations of the research on the bottom-line effects of family problems and programs. Even though management requests such data, the research generated tends to be conservative in its claims. Advocates want to avoid overpromising what family-support programs might achieve. They believe it is more important to juxtapose family concerns with other quality-of-work issues. One manager comments: "We have got some pretty tedious jobs in this office, and I can't believe that a child-care program—no matter how helpful it is—will actually make employees work faster or be happier." Ignorance of this aspect of the workplace is exemplified in the marketing strategy adopted by one child-care organi-

Selected Media Coverage of Corporate Child-Care Initiatives

Hartzel Z. Lebed (Executive Vice President of CIGNA Corporation), "Child Care at the Office," *Boston Globe*, December 5, 1983.

"Where the [child care] idea has been tried, the results, though difficult to quantify, have been encouraging. Our [CIGNA] managers express their belief that the company's child-care program is yielding major benefits: reduced absenteeism and job turnover, increased employee satisfaction and loyalty."

Sylvia Porter, "Company-Sponsored Day Care Brings Benefits", *The Champaign-Urbana News-Gazette*, August 1, 1982.

"Intermedics Inc...recorded a 23 percent decrease in employee turnover and 15,000 fewer work-hours lost to absenteeism during the [child care] facility's first year of operation. 'The center is more than paying for itself,' notes a company official.

"Wang Laboratories...reported a marked drop in employee turnover and 'very positive effects' on employee morale after establishing its own day-care facility for 150 enrollees in a nearby elementary school. PCA International Inc. . . . states that its day-care center has substantially reduced costs relating to recruitment and turnover—a saving estimated at $50,000 a year."

Andrea Lichota, "Employer-Sponsored Day-Care Centers are Taking Hold," *New York Times*. October 14, 1984.

"In a survey in 1982, Hoffman La Roche found that 78 percent of its employees who used the company day-care center believed their work improved. It also found that tardiness and absenteeism declined...Mrs. Keel Atkins said the convenience and proximity of the center helped to minimize parents' stress and anxiety: 'It's like an invisible umbilical cord.'"

Editorial Opinions section, "You Could Benefit, Too," *Business Insurance*, June 21, 1982.

"Money saved through reduced absenteeism and less employee turnover is linked directly to the availability of day care. We are as skeptical as the next person when someone says the benefit will pay for itself, but that's what many of the employers offering day-care benefits told our correspondent Margaret LeRoux, who probed this issue."

zation. Its ad in a local newspaper reads, *"Personnel problems? Convert boring, low-pay jobs into positions people want to get and keep! Reduce turnover and absenteeism! Improve morale and productivity!—Add child care to your fringe benefit package."*

Within the limitations cited, the research upon which most managers rely is summarized below. While recent research focuses on broad work and family issues, child care has been the focus of the majority of research in the area and major findings on its worth are reported below. The documented effects of flexitime and part-time work are also reviewed.

Research on the Effects of Work and Family Programs

Researchers tend to focus on either the effects of family-support programs initiated by an employer or on the effects of unresolved family problems experienced by employees. In the first case—the evaluation of existing company-sponsored family programs— two basic research strategies have been utilized: (1) national surveys of companies that have already responded to their employees' family needs; or (2) case studies of individual company programs. In the research focused on family problems among employees working for companies that have not addressed their needs, the methodology is essentially one of self-reports from employees. Findings from the two basic types of research studies—examining the effects of either family *programs* or *problems*—and the three methodologies employed are reviewed below.

Effects of Alternative Work Schedules

Reanalyses of University of Michigan panel surveys found that over one-third of employees felt stress due to time demands of work and family responsibilities.[2] While most companies have instituted alternative work schedules as a means to increase output or address commuting and energy problems, there is a presumption that flexitime and part-time work can increase productivity by reducing family strain. It has been assumed that, without research, compressed workweeks tend to be hard on families.

Flexitime

In 14 studies, three of which are considered methodologically sound, the conclusion is that flexitime increases productivity.[3] Other findings from these studies include:

- Perceived improvements in productivity were reported by 48 percent of companies surveyed; 45 percent of the employees surveyed; 22 percent of the supervisors surveyed.
- Three quasi-experiments (before and after measures, control groups, etc.) produced "hard data" that showed, on average, a 12-percent increase in output per unit of input.
- The aggregate experience of the studies shows that the chances of a productivity gain from flexitime were between one-third and one-half. The size of the gain was estimated to be between 5 and 15 percent.

Part-time Work

Survey data show that productivity gains were reported by one-quarter to three-fifths of the companies surveyed, and savings were based on reduced labor costs. Such savings could be negated if fringe benefits were provided to part-time employees. The net economic impact of part-time work was that two-thirds to three-quarters of the companies offering part-time work obtained the predicted cost savings. These savings ranged between 10 and 25 percent of costs. These figures, however, are not based on rigorously controlled scientific studies.[4]

These findings are inconclusive for the majority of companies that do not now have alternative work schedules. The different uses of flexible scheduling and their effects on productivity for production workers and salaried employees are unknown. One researcher commented that flexitime has grown slowly in this country because people attempt to document productivity gains when good will alone may be adequate justification.

Effects of Company-Sponsored Child-Care Programs

Three national surveys of companies sponsoring child-care programs are widely quoted in the literature and frequently cited in company task-force reports. The findings from these studies are highlighted below, along with a description of the methodology used. Two other studies are reviewed that used the more empirically based, case-study approach.

National Surveys

Three national studies surveyed employers with child-care programs to determine whether the programs had resulted in improvements in various productivity measures. The majority of respondents were employers with on-site child-care programs, many of them in hospitals. The findings may not be generalizable to other forms of child-care support or to other types of employers. In addition, these reports were not based on actual research conducted within the company, but rather on the impressions of the respondents. Nonetheless, the findings from these studies were among those most frequently used by managers requiring such data.

Table 1 presents the major findings from these studies.

[2] Graham L. Staines and Joseph H. Pleck, *The Impact of Work Schedules on the Family*. Ann Arbor, Michigan: Survey Research Center, Institute for Social Research, The University of Michigan, 1983.

[3] Stanley D. Nollen, "Does Flexitime Improve Productivity?" *Harvard Business Review*. September-October, 1979, pp. 4-8.

[4] Stanley D. Nollen, "Work Schedules," in Gavriel Salvendy (ed.), *Handbook of Industrial Engineering*. New York: John Wiley & Sons, 1982.

Table 1: Results of Three National Surveys of Employers that Provide Child Care Services

Results of three national surveys of employers that provide child care services

Perry, 1978*

Survey question: "What, if any, of the following changes are changes that have occurred as a result of having a day care center for employees?" Respondents were given a list of 7 items and were asked to indicate which had been affected by the child care service.

Survey sample: 58 employers responded, most of which were hospitals with on-site child care centers.

Aspects affected	Percentage of employers responding affirmatively
Increased ability to attract employees	88 %
Lower absenteeism	72
Improved employee attitude toward sponsoring organization	65
Favorable publicity because of center	60
Lower job turnover rate	57
Improved employee attitude toward work	55
Improved community relations	36

*Kathryn Senn Perry, *Employers and Child Care: Establishing Services Through the Workplace* (Washington, D.C.: Women's Bureau, U.S. Department of Labor, 1982).

Magid, 1983†

Survey question: "Which of the following items do you perceive as having been affected by the child care program?" Respondents were given a list of 16 items and were asked to rank the top 5 items that were *most significantly* affected by the child care service. Each item was then weighted according to the number and order of the rankings and a cumulative rank assigned. (Only positive items were listed, like "recruitment advantage," "less turnover," "lower absenteeism," etc.)

Survey sample: 204 companies responded.

Aspects affected	Cumulative rankings by respondents
Recruitment advantage	448
Improved employee morale	345
Lower absentee rates	214
Less turnover	211
Attract persons on leave back to work	208
Attract available talented employees	205
Improve employee work satisfaction	170
Better public relations	154
Better community image	137
Less tardiness	88
Improve employee motivation	87
Improve production efficiency	48
Availability of temporary help	28
Tax advantage	14
Provide equal opportunity employment	13
Improved quality of product produced	11

†Renee Y. Magid, *Child Care Initiatives for Working Parents: Why Employers Get Involved* (New York: American Management Association, 1983).

Burud, et al., 1984††

Survey question: "Would you say that the child care service has had an effect on any of the following aspects of company operation?" Respondents were given a list of 16 items and were asked to rate the effect of the child care program on each as positive, negative, unknown, or no effect.

Survey sample: Out of 415 surveys, approximately 178 businesses answered this question. The majority of respondents were employers that sponsor their own day care centers.

Aspects affected	Percentage of employers responding affirmatively
Employee morale	90 %
Recruitment	85
Public relations	85
Employee work satisfaction	83
Publicity	80
Ability to attract new or returning workers	79
Employee commitment	73
Turnover	65
Employee motivation	63
Absenteeism	53
Scheduling flexibility	50
Productivity	49
Quality of work force	42
Equal employment opportunity	40
Quality of products or service	37
Tardiness	36

††Sandra Burud, Pamela R. Aschbacher, and Jacquelyn McCroskey, *Employer-Supported Child Care: Investing in Human Resources* (Boston: Auburn House, 1984).

Source: Prepared by Dana Friedman, "Child Care for Employees' Kids," *Harvard Business Review*, March-April 1988, pp. 28-32.

Despite methodological and sampling limitations, the findings among the three studies are consistent: Among 16 different measures of employee work behaviors, all three studies found that management believed that the child-care program led to improved recruitment, morale and public image in the community. Reduced absenteeism and turnover were among the top five benefits in two of the studies. None of the studies reported any negative effects of child-care provision, although two of the studies did not specifically ask whether negative effects were found.

Empirical Studies of Individual Companies

Only one company has conducted a controlled study using an experimental design. The Northside Child Development Center (created in 1969 by Control Data and 13 other

What Companies Lose By Not Responding To Employees' Family Problems

In an effort to establish a link between family problems and productivity, several researchers surveyed employees in companies that had not yet implemented family-support programs. The findings from this research provide evidence of employee absenteeism, tardiness and stress that, according to employees, result in a loss of productivity. The data suggest that the bottom line may be affected negatively when companies do not address the family needs of their employees. Highlights from five of these studies are reported below:

Dianne S. Burden and Bradley Googins, Balancing Job and Homelife Study: Summary of Findings. Published by Boston University School of Social Work, Boston, Massachusetts, 1986.

Data were collected in 1984 on a 24-page questionnaire sent to all employees in three divisions of a large Boston-based corporation—a management setting, a clerical setting, and a blue-collar field setting. Approximately 57 percent of employees (709) responded. The findings of the study related to the workplace impact of family concerns are highlighted below:

- Parent employees, both male and female, spend from 15 to 25 more hours per week on combined work and family responsibilities than do nonparent employees.
- 49 percent of married working mothers report full responsibility for home chores, while only 4 percent of married working fathers report full responsibility.
- Women employees are six times more likely to have to stay home with a sick child (57.1 percent) than are male employees (9.4 percent).
- While at work, over one-third of parent-employees worry about their children always or most of the time.
- The most frequently mentioned sources of job-homelife conflict were: scheduling difficulties, inability to leave problems at work or at home, and job travel.
- Measures of well-being, such as depression and life satisfaction, are most strongly associated with job-family-role strain, not with gender. Men who have increased family responsibilities are as likely as women to have decreased well-being.
- Absenteeism is most strongly associated with decreased health and energy levels. Health and energy, in turn, are associated with the amount of job-family-role strain and hours spent on home chores.
- Over 33 percent of employees felt that the company was not sensitive to the needs of a working person such as themselves. Parent employees, both female and male, felt the company was less sensitive to their needs than nonparents did. They recommended that the company lessen work-family stress by increasing company sensitivity to work-family issues, and by offering more flexible work hours and child-care benefits for parent-employees.

Ellen Galinsky, Diane Hughes, and Mary Beth Shinn, The Corporate Work and Family Life Study. Published by Bank Street College of Education, New York, 1983-1986.

In June, 1985, a questionnaire was distributed to two divisions of Merck and Company, Inc. in Rahway, New Jersey, and was returned by 733 employees (53 percent response rate in one division, 50 percent in the other). The study, in progress since 1983, is part of a cross-national research project with counterparts in West Germany, England and Sweden. The major findings are summarized below:

- Approximately one-third of the respondents found it difficult or very difficult to manage their work and family life.
- Among married respondents, 59 percent of women and 47 percent of men experience some or a great deal of interference between work and family life. Parents with children under age six were the most likely to say that work and family conflicted (68 percent of women and 51 percent of men).
- Family conditions accounted for work-family interference for women: age of the youngest child; the husband not doing his share; and the breakdown of child-care arrangements.
- Job conditions explained work-family interferences for fathers, such as autonomy, supervisor relationships, job demands, and job security. For men, having a supervisor who was insensitive to work-family needs resulted in greater stress and more frequent psychosomatic symptoms.

Arthur Emlen and Paul Koren, Hard to Find and Difficult to Manage: The Effects of Child Care on the Workplace. Published by Regional Research Institute for Human Services, Portland State University, Portland, Oregon, 1984.

The study is based on a May, 1983 survey of 20,000 employees from 33 companies and agencies in the Portland, Oregon area. The four-page survey was returned by 8,121 employees for a 40 percent response rate. The findings are confirmed by two other surveys on which the Portland

companies) was the focus of a study conducted in 1975 that compared the absenteeism, turnover and productivity rates of 30 employees using the child-care center, 30 employees with other child-care arrangements, and 30 nonparents. The study found significantly lower absenteeism and turnover among the 30 center users when compared to the other groups. (See Table 2.)

A federally funded study, conducted during 1983-1984, tried to implement a control-group study for a variety of different types of child-care programs. (Most of the other research focused on on-site day-care centers.) Various productivity measures were compared for employee-parents and nonparents in companies with on-site centers, voucher programs and resource and referral programs. The more direct form of assistance (i.e. the on-site center) showed the greatest beneficial effects, while resource and referral showed negligi-

researchers cooperated in Washington, D.C. (1982) and in Kansas City, Missouri (1986). The major findings were:

- Fifty-nine percent of the women and 40 percent of the men had difficulty finding child care.
- Thirty-eight percent of the women and 23 percent of the men with children under twelve responded that they had difficulties in combining work and family responsibilities.
- Women with children under 12 years of age missed about 11.7 days of work per year, compared to women with no children (who missed 9.8 days per year). Fathers with children 12 and under missed 9.4 days per year, while childless men missed 7.4 days per year.
- Forty-six percent of mothers using out-of-home care reported child-care stress, compared to 36 percent of fathers with similar arrangements. However, fathers missed as much time as mothers when children were home alone caring for themselves.
- Absenteeism rates were lower for employees relying on care at home by an adult compared to employees using out-of-home care in child-care centers or family day-care homes. The highest absenteeism rates were among parents who relied on children for self-care or sibling care.

John P. Fernandez, Child Care and Corporate Productivity. Lexington Books, Massachusetts, 1986.

A total of 7,000 management and crafts employees in five technically-oriented companies located in the Midwest were mailed questionnaires in March, 1984. Findings are based on the responses from 4,971 employees, or 71 percent of the sample. The major findings:

- Among employees with children 18 and under, 77 percent of the women and 73 percent of the men had dealt with family issues during working hours.
- Forty-eight percent of the women and 25 percent of the men had spent unproductive time at work because of child-care issues.
- Forty-five percent of the women, compared to 17 percent of the men, indicated that providing care for a sick child was at least somewhat of a problem.
- Thirty-seven percent of the women (against 16 percent of the men) felt that handling dual roles created stress on the job at least to some extent.
- Instances of missed days at work, tardiness, leaving work early, and dealing with family issues during working hours were strongly related to employees' difficulties in coping with child care and handling dual family-work roles.
- Three-fourths of the women surveyed (76 percent) and more than half of the men (58 percent) believed that increased corporate involvement in child care would increase productivity.
- Forty-seven percent of the women with children under five years old, 12 percent of the men with children under age two, and 9 percent of the men with children 2-5 years old had considered quitting their jobs because of child-care problems.
- Forty-six percent of all mothers and 24 percent of all fathers with children under five had experienced six or more different types of child-care problems, including a sick child, overnight travel, loss of the child-care provider, evening care, selecting the best care, finding quality care, paying for care, transportation, and so on.

The Travelers Employee Caregiver Survey. Published by The Travelers Companies, Hartford, Connecticut, June, 1985.

In June, 1985, a form was sent to 1,412 employees, representing a 20-percent sample of Travelers Home Office employees aged 30 or older. Fifty-two percent of the sample (739 employees) returned the form and 28 percent of this group indicated they were currently providing care for a relative or friend aged 55 or older. Of those providing care, 136 (71 percent) completed the detailed survey that was mailed to them. The survey indicated that:

- Four in ten care-givers manage the elderly person's finances and nearly three in ten provide direct financial support.
- The average duration of time that care-givers have been providing care to elderly relatives or friends is five and one-half years.
- Employees reported providing an average of 10.2 hours per week of care for an older relative. For female employees (who were much more likely to be primary care-givers), the average amount of time spent per week was 16.1 hours, whereas males reported an average of 5.3 hours per week spent in providing care.
- When asked whether care-giving responsibilities interfere with social and emotional needs and family responsibilities, 20 percent of care-givers felt that the responsibilities interfered frequently or most of the time. Eighteen percent of the care-givers have not had a vacation away from care-giving responsibilities for more than two years.

Table 2: A Day-Care Center's Effect on Turnover and Absenteeism[1]

Sample Groups	Turnover Rate	Absenteeism Rate
Users of company-sponsored day-care center	1.77	4.40
Users of other child-care programs in the community	6.30	6.02
People without preschool children	5.50	5.00

[1] George Milkovich and Luis Gomez, "Day Care and Selected Employee Work Behaviors." *Academy of Management Journal*, March, 1976. (Study of the Northside Child Development Center in Minneapolis; initiated by Control Data and 13 other companies.)

ble gains. The ability of referral programs or voucher systems to yield a return for the company depends on the adequacy of the child-care market. If the programs in the community are unstable and of poor quality, the parent may still face interruptions despite efforts to help them find or pay for care.

Research on Effects of Work and Family Problems

Recent studies have begun to explain how employees balance their work and family responsibilities: how much family members help; what services they use; and how understanding their supervisors are. This research also reveals the prevalence of needs and the family demographics of the employee population—data that the company often lacks, but needs for decision making. In addition to exploring employees' current work-family arrangements, companies also learn how employees' dual roles affect their ability to be productive at work and at home: how much stress is felt; how often they have been absent or late because of family problems. A company can infer from these data where they are losing productive time and effort because of unresolved work-family conflict.

This research is based on wide-scale surveys of employees. One of the most useful features of this strategy is that *all* employees are surveyed—not just those with a particular family concern, such as child care. This permits comparisons among various categories of employees. This research had been conducted as part of multicompany studies in which several employers agreed to distribute the same survey to their employees. Other studies have focused on the responses from a single company, although employees at several company sites may be surveyed. The research may focus on only one family problem, although a growing number of companies have been willing to explore the full range of work-family issues.

Five of these studies are reviewed in the box on pages 41-42. Although focused on various work and family issues, there are some consistent findings:

- A significant portion of employees (ranging from 30-60 percent) find it difficult to manage the dual responsibilities of work and family.
- The interference between work and family responsibilities may be caused by family conditions, such as the age of the child or the adequacy of support services, or may be due to job conditions, such as scheduling or job demands.
- The interferences between work and family responsibilities may affect family stress or personal well-being. It might also affect work performance in terms of absences, lateness or daily interruptions.
- Both male and female employees with dependents (either children or aging relatives) generally experience more strain and work-family conflict than employees without dependents.
- Working mothers experience greater work-family conflict than working fathers. Men, however, are not immune to the negative effects of the dual responsibilities for home and work.
- The job effects of work-family conflict for working mothers is greater than for working fathers. One study provides an explanation of sex differences, suggesting that men's absenteeism is low *because* women's absenteeism rates are high.[1] Women are the ones who stay out with sick children, leave work for an emergency, and take on the responsibility of looking for child care. They conclude that absenteeism is not a "women's problem" but, rather, a "family solution." The authors contend that absenteeism need not lead to lost productivity because "modest amounts of employer flexibility in accommodating the inevitable can boost morale and productivity."
- Most employees believe that some support from the company in the form of more flexible work policies or new services would help mitigate some of the conflict between work and family life.

[1] Arthur Emlen and Paul Koren, *Hard to Find and Difficult to Manage: The Effects of Child Care on the Workplace*. Regional Research Institute for Human Services, Portland State University, Portland, Oregon, 1984.

From Our President

Ellen Galinsky

Update on Employer-Supported Child Care

In the early 1980s when the federal government began to extricate itself from the issue of child care, casting responsibility back to the state and to families, a number of advocates began to turn to the business sector. After all, it was reasoned, don't companies employ parents and isn't it in their own interest to see that these parents have child care? Corporations also have money; couldn't these resources be tapped to shore up the child care industry? Employer-supported child care was beginning to be treated as a timely deus ex machina, a knight in shining armor.

Now that almost a decade has passed since the business sector became a player in the early childhood field, it's time to take stock. What have companies done to address their employees' needs? What influence have companies had on early childhood? What are the trends for the future?

Growing numbers of employers are involved in helping their employees with child care

The increased involvement in child care on the part of employers has been dramatic. According to Dana Friedman from the Families and Work Institute, the numbers have jumped from 110 companies in 1978 to more than 4,100 today. When compared to the six million American employers, however, this number seems quite small. If one considers only the 44,000 companies that employ more than 100 employees, then a full 9% provide child care assistance. Recent surveys show that this trend shows no sign of abatement. Through a survey the staff of the Families and Work Institute conducted with 71 of the largest Fortune 500 companies for *Fortune* magazine in the fall of 1988, we learned that 86% were planning new work/family programs in the coming years. Another survey of 1,500 companies conducted by the American Society for Personnel Administration in the spring of 1988 found that fully one-half were considering or actually planning child care initiatives. This survey is notable because it was conducted with small and mid-sized companies, not just the larger employers who have led the way in developing employer-supported child care.

There are numerous factors that predict the types of companies that get involved

In addition to size, studies have found specific characteristics in the types of the companies that have been most likely to provide child care assistance. One such characteristic is the type of business: banks, insurance companies, hospitals, and high-tech firms have predominated among involved companies. The presence of a local labor shortage also seems to serve as a powerful catalyst—employers need to develop new ways to attract and retain their work force. In addition, there are parts of the country in which there are higher incidences of employer-supported child care, due to either a local culture of community involvement, local competition (if competitors provide some form of child care, the companies that don't are at an economic disadvantage), or the presence of a strong child care system. Employers are much more likely to become involved where there is good-quality local child care than the reverse. Having a significant proportion of female employees is also characteristic of responsive companies. Finally, companies that are in sound financial health are developing child care assistance. Contrary to expectations, however, so do some companies that have undergone severe change such as layoffs or mergers. They see the need to bolster employee morale.

In the companies with some form of child care assistance, there are always "champions"—an individual or a group of individuals who have taken up this

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cause and have had enough perceived competence as employees to get the attention of senior management and convince them of the business viability of investing in child care. Top management support is necessary, but such support generally grows out of a long and careful process during which the champions develop a strong business case for company involvement in child care.

Companies are more likely to buy into the community child care system than create their own centers

In the public mind, employer-supported child care seems to equal on-site center care. For the past 10 years, almost every journalist who has interviewed me has wanted to talk about the work place center. Likewise, if the subject of child care begins to bubble up in a company, management immediately seems to picture babies moving into the company premises, running up and down the halls, invading the board room. They picture one of the children getting hurt and the angry parents going for the company's "deep pockets," suing and creating a lawsuit that receives coverage daily on the front pages of the newspaper and costs a fortune.

The reality of employer-supported child care is far different from this image. Most companies buy into the community child care resource and referral, which at its best not only helps parents find child care but also increases the supply by recruiting family day care providers and helping centers get started. In addition, resource and referral can improve the quality of local child care by providing training. According to Dana Friedman, more than 1,000 companies offer this service and an additional 2,000 help employees pay for child care by providing Flexible Spending Accounts in which employees can reduce their salaries and be reimbursed for child care expenses with pretax dollars. Companies also contribute to local child care through their corporate foundations.

Approximately 400 hospitals, 200 government agencies, and 200 corporations have created centers. This form of child care seems to be slightly on the rise; more consortia of companies are founding centers, real estate developers are building centers in office parks as an amenity, and a number of companies such as Johnson & Johnson have decided to create exemplary programs. When employers with on-site centers are questioned about whether finding, obtaining, or affording liability coverage is a disincentive, they say no quite adamantly. The companies with on-site centers feel that the provision of high-quality child care is their most important hedge against the possibility of liability cases and thus they generally exceed local licensing standards. More problematic has been the question of which employee children are served. There are frequently very long waiting lists and unless the company provides financial assistance, employees with the lower pay grades can't afford the center.

Company involvement seems to follow a developmental path

In the work I have done with companies over the past decade, I have seen a progression from what I have termed Stage I to Stage II. In a Stage I company, getting involved with family issues is seen as intrusive. If employees have child care problems, the general attitude is "The employees have made the choice to have children. Now it's up to them to handle these problems" or "They've made their bed and now they have to lie in it." Nevertheless, an awareness seems to emerge in Stage I companies that more and more employees seem to be having problems and perhaps it is a social issue, not just a personal one. The champions begin to coalesce and quietly investigate the issue. They are often persuasive in relating child care to a specific business problem the company is having. Eventually, there is a green light, and a company task force or study group is officially formed to look at employee needs. This is accomplished through surveys and/or focus groups, an examination of the community resources, and a competitive analysis to see how their competitors have resolved similar problems, looking in addition at the pros and cons of various solutions. A solution is eventually selected and slotted in. Some in management are relieved, thinking, "OK, this problem is solved. Now we can move on to other personnel issues." Overall, the Stage I approach is piecemeal rather than holistic.

In Stage II, the issue changes from child care to work/family. The underlying assumption is that all employees have work/family issues over their work lifespan, whether it is the need to care for children, a spouse, or elderly relatives. The subject gains even greater legitimacy, obtaining the support of the company president, who sees it as a business issue. A person is often appointed to head the company's work/family programs, in lieu of the notion that someone could handle these issues for the company "on the side." An overall review of company policies is frequently undertaken to assess their net effect on employees' ability to manage their job and home life responsibilities. Companies begin to tackle the tougher issues like providing real time flexibility. In doing so, they debate the issue of whether presence on the job always equals productivity and begin to look at how a job is performed rather than the number of hours spent on the job. In addition, companies question whether or not employees will abuse greater flexibility. Many move away from the assumption that "If you give them an inch, they'll take a mile" to "If you give them an inch, they'll give you an inch and a half." This assumption has in fact been supported by the results of a national study conducted by the National Council of Jewish Women of 2,000 women before and after childbirth. They found that employees who worked for the most accommodating companies worked longer and harder. Another notion that is debated is how to ensure greater productivity given more time flexibility. Many companies move to the idea that there must be shared responsibility; in other words, the employer accommodates the employee for family needs while expecting the employee to accommodate the employer for work needs.

Clearly, none of these shifts can be enacted through policy change so these pioneering Stage II companies undertake deliberate ways to change their cultures. At IBM, Johnson & Johnson,

and Merck, for example, all supervisors are being trained in how to respond to work/family issues. Handbooks on the company's new philosophy are distributed. At Johnson & Johnson, the mission statement or Credo has been changed to include work/family. In Stage II, we are at the threshold of a very exciting and far-reaching business experiment.

The business impact of providing child care assistance is now being investigated

For a long time, there were very few data on the impact of employer-supported child care. Once a company had decided to develop a child care initiative, it was satisfied that it was the "right thing to do" and didn't see the necessity of further evaluation.

Researchers at that time had to be content with investigating the cost of child care problems. Many of these studies were conducted by our staff before we left Bank Street College and founded the Families and Work Institute. We found that problems finding child care were linked to absenteeism and problems dealing with multiple arrangements (and the contingent problem of last-minute breakdowns in these arrangements) were linked to absenteeism, tardiness, decreased ability to concentrate on the job, higher stress, more stress-related health problems, less companionship, and more tension in marriages and even less satisfaction as a parent.

The studies that did address the benefits of providing services were based on employer *perception*. They found that employers thought that such efforts would reduce absenteeism, raise morale, and improve recruitment and retention. In the past year, a few employers have opened their doors to evaluation research and there have been several methodologically sound studies. In a recent review of 17 studies, Dana Friedman found, contrary to employers' perceptions and consultants' claims, that on-site child care does not have much effect on absenteeism. (Perhaps if such programs provided care for mildly ill children the results might be different.) The major effect of on-site child care seems to be on recruitment and retention. This is an important finding in a period when many employers are increasingly facing labor shortages.

Business involvement seems to make a difference to community child care initiatives

Another emerging and powerful motive for business involvement has been a concern about the work force of the future. Knowing that the "baby bust" generation has begun to reach maturity and that there are and will continue to be fewer people entering the labor market, some employers have become concerned about the high rates of school dropping out, illiteracy, and lack of skills needed to work in the information-based economy of the future. They recognize that it will be much harder to fix these problems at college, high school, and even grade school level, so they are turning their attention to early childhood. For the past two or three years, whenever I have testified in Congress, I have been on panels with company presidents who call for a better early care and education system in this country so that the United States can remain competitive in the global economy. This was the strong message of the Committee for Economic Development, as expressed in their report *Children in Need*.

Locally, employers have also tackled the child care crisis by forming public/private partnerships such as The Charlotte (NC) Champions, San Francisco's One Small Step, and Success by Six in Minneapolis.

What does the future hold?

Overall, business involvement in child care has been a positive force. Employers have used their business acumen to scrutinize the local child care system and suggest remedies; they have been more likely to invest in the communities rather than creaming off its resources; they have understood that they need to give parents time off to be with their children as well as to provide child care assistance; and, most importantly, they have been a voice for quality.

As employer involvement becomes more mainstream, however, there are indicators that this may be changing. Arizona passed a bill exempting employers from certain liability provisions. California has a bill moving through the legislative process that would allow four to six children younger than 15 months to be in 35 square feet per child with no outdoor space. Their caregivers (1 for 4, 2 for 6 children) need only to have training in preventative health. As the legislative assistant told me, "Well, they are just babies. They sleep all the time. What do the caregivers have to know?"

The Colorado legislature also passed a bill exempting on-site facilities from licensing, albeit setting up a commission to determine new standards. Because the parents are around, it was argued, standards could be less stringent. Opponents countered that reduced standards were disincentive for corporate involvement. Because of liability exposure and public image, corporations have generally tried to provide the highest quality care. Governor Romer wisely vetoed this bill, stating:

> We have an obligation both as parents and as responsible citizens to help our children receive the best, most affordable care available. I do not, however, believe we should be willing to compromise the quality of care in order to achieve this goal.

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